

## Chapter 15

# Stewardship and Implementation of the Plan



*"I see a city that finally achieves  
its promise by fully embracing its  
motto, 'the people are the city.'"*

GOALS	POLICIES FOR DECISION MAKERS
<b>Regular review of implementation progress is part of the City's annual calendar.</b>	<ul style="list-style-type: none"> <li>Establish public review of progress in implementing the Comprehensive Plan.</li> </ul>
<b>The Comprehensive Plan is incorporated in decision-making at multiple levels.</b>	<ul style="list-style-type: none"> <li>Use the plan in preparing and approving other planning and implementation activities by city agencies.</li> <li>Take the lead on the state level to address issues of importance to Alabama's larger cities.</li> </ul>
<b>Internal and external accountability is effective.</b>	<ul style="list-style-type: none"> <li>Provide effective and meaningful access to information about government activities and performance.</li> <li>Enforce municipal laws and regulations more effectively.</li> <li>Promote a customer service atmosphere in delivery of city services.</li> </ul>
<b>There are sufficient local and other resources to provide cost-effective services and support innovative programs and revitalization.</b>	<ul style="list-style-type: none"> <li>Use local resources efficiently.</li> <li>Promote engagement with national organizations and funders.</li> </ul>

## findings

Implementation of previous plans has often not been a priority in the past.

The City's goals and planning strategies have not been systematically communicated to City departments.

Internal communication between city departments and programs is sometimes lacking.

Information on implementation of plans and programs is sometimes difficult to obtain.

Citizens report an inconsistent customer service orientation in government.

Citizens report a need for more effective enforcement.

Birmingham is not well-connected to national sources of community revitalization funding and technical assistance.

## challenges

Establishing a focus on customer service.

Establishing greater public communication and transparency.

Establishing greater inter-departmental communication within city government.

Incorporating consultation of Comprehensive Plan policies in day to day decision making.

Establishing regular events to monitor and support actions to implement the Comprehensive Plan.

Attracting outside resources to assist in community revitalization.

## A. What the Community Said

- During the planning process, members of the community repeatedly expressed concerns about implementation of the Plan in terms of costs, capacity, and politics.
- Residents want more communication and transparency about plans and implementation of plans.
- Residents and businesses want more efficient delivery of services.

## B. Recommendations

### THE PURPOSE OF A PLAN IS TO ORGANIZE FOR ACTION

The 21st Century Birmingham Comprehensive Plan expresses the values and aspirations of Birmingham residents for quality of life and prosperity during the next 20 years. The intensive community dialogue that started with the Visioning Forum resulted in a vision for the future and a set of principles to guide decision making. This unprecedented community process continued across the city through a series of workshops and open houses. Throughout, the process was overseen by a steering committee made up of a diverse group of community members. Assisted by the consultant team, city residents and stakeholders have now created a framework of goals, policies, strategies and actions designed to achieve their ambitious vision.

As a 20-year plan, the Comprehensive Plan includes many recommendations and strategies, some of which can be implemented quickly and others that require new levels of organization, collaboration, transparency, and funding. This chapter of the Comprehensive Plan discusses overall stewardship of the Plan to keep it useful and current and the specific activities that are needed to implement the Plan. It includes methods to incorporate the Plan into day-to-day decision making and to assess progress and make needed revisions so that the OPlan remains relevant.

The last section of this chapter is a matrix of action plans corresponding to each of the Plan elements. Although there is more focus on actions that the City of Birmingham government can take to implement the Plan, many actions will also need the participation of private sector partners.

The recommendations of this Comprehensive Plan are aligned with the priorities of the federal government, particularly the six “Livability Principles” jointly adopted by the U.S. Departments of Transportation and of Housing and Urban Development, and the Environmental Protection Agency:

- Provide more transportation choices.
- Promote equitable, affordable housing.
- Enhance economic competitiveness.
- Support existing communities.
- Coordinate and leverage federal policies and investment.
- Value communities and neighborhoods.

This alignment enhances funding potential for implementation of the Comprehensive Plan. Moreover, the Plan’s extensive community participation process brings great legitimacy to the consensus on goals and policies. Representatives of diverse interests, from elected officials to business leaders to residents, aligned around the same message can have a powerful effect in bringing local concerns into decisions by the state and federal governments. Effective monitoring and implementation of the Plan will also help Birmingham attract public and private investment and financing to achieve the vision and goals of the Comprehensive Plan.

### STEWARDSHIP OF THE PLAN

The planning process has benefited from the support of the Mayor, City Council, Planning Commission and Planning Division staff in making the process open to public participation and discussion. The citizen members of the steering committee worked hard to create a successful Comprehensive Plan that is ambitious and forward-looking but still grounded in the values and realities of the City of Birmingham as a place and as a community.

The participation of so many people who took time to be involved in creating this Comprehensive Plan bodes well for future implementation.

But—individuals move in and out of government, and the day-to-day demands on the attention of elected officials and staff can push the plan into the background as a decision-making tool. Throughout the planning process, some citizens expressed concerns about implementation, enforcement, and accountability. Successful implementation of the Birmingham Comprehensive Plan will require communication, collaboration and coordinated activity from many government departments, from elected leaders, and from partners in the private and nonprofit sectors. It is important to create systems and procedures to make sure that the plan is used to guide decision-making and that it is evaluated regularly to see if strategies are working and if it continues to reflect community goals.

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## THE PLANNING COMMISSION AND THE DEPARTMENT OF PLANNING, ENGINEERING AND PERMITS

The Birmingham Planning Commission and the Planning Division of the city's Department of Planning, Engineering and Permits (PEP) have responsibility for planning to preserve and enhance the welfare of the city. According to state law, the Planning Commission is the entity that has primary responsibility for the Comprehensive Plan. It is the Planning Commission's role and responsibility to look at development projects from the point of view both of the entire city and of the neighborhoods or districts that host new development or redevelopment; to promote citizen participation in planning, so that resident and other stakeholder interests are appropriately protected and advanced; and to ensure that projects fit into the physical fabric of the city, creating a public realm and a design identity that fits harmoniously into its context, respects the landscape and historic resources, and improves livability. The Urban Design Division of PEP and the Design Review Committee give more detailed design attention to development projects located in designated commercial and historic districts.

Providing the Planning Commission and staff with more effective tools for carrying out its mission is a critical aspect of this Comprehensive Plan. These tools include a new and up-to-date zoning code, ideally a Unified Development Code containing zoning and all other regulations affecting development; a set of Framework Plans that provide a place-based expression of Comprehensive Plan policies and strategies on the community level; a staff member designated to be the City's Long Range Planner; and a greater role in ensuring that public and private investment reflects the goals of community-based planning.

This Plan recommends the modernization and consolidation of zoning and development regulations into a unified development code that includes strong and appropriate development standards and design guidelines. This would allow more development to occur without the need for time-consuming discretionary approvals, leaving the Planning Commission and the elected officials to focus only on those projects whose impacts require more intense scrutiny.

Planning cannot stop with the adoption of the Comprehensive Plan. The recommended Framework Plans for the Communities, as well as planning around changing uses for closed schools or other public buildings, require that the City has the time, staff and expertise to think ahead and to convene other agencies around efforts to ensure that the maximum quality of life and economic benefits result from change.

As it does its work, the recommended Birmingham Redevelopment Authority or similar entity will engage in redevelopment planning in revitalization areas, but it will need to collaborate closely with the Planning Commission and staff. With active planning for the future, the City will begin to shape and drive change towards the goals that citizens want to achieve.

Unlike some states, Alabama has no requirement linking planning, minimum levels of service, capital improvement programs, and financial feasibility. Throughout this Comprehensive Plan, deficiencies in facilities and services have been discussed, particularly in the context of disinvestment. The City's capital improvement planning process should be informed by the Comprehensive Plan.

## goal 1

Regular review of comprehensive plan implementation progress is part of the City's annual calendar.

### POLICY

- Establish public review of progress in implementing the Comprehensive Plan.

## STRATEGIES

### A. Make regular review of the Comprehensive Plan a public process.

#### Actions

#### 1. *Create a Comprehensive Plan Implementation Committee made up of planning commissioners, residents and representatives of business and institutional interests to serve as continuing advocates, stewards and monitors of the Comprehensive Plan.*

Just as an advisory group played an important role during the planning process, the implementation phase of the Comprehensive Plan needs a representative group to serve as the steward and nongovernmental monitor and facilitator of progress in implementing the plan.

The Implementation Committee shall be a subcommittee of the Birmingham Planning commission. Seven planning commission members on the committee shall be appointed by the Birmingham Planning Commission chairman, while the other 14 members of the committee shall be appointed by the Mayor of Birmingham. Total membership of the committee shall not exceed 21 at any one time.

The Committee shall be tasked with development of an accessible public document, a draft of which shall be presented to the committee within 90 days of plan adoption. This public document is intended to describe the essence of the plan and directs the public to the Comprehensive Plan for specific strategies and actions for implementation. Additional tasks will include

development of a priority list of implementation items that should be completed within five years of adoption of the Comprehensive Plan and development of a resource list to be added to the appendix of the plan that describes the mission of all agencies listed in the plan. The committee will meet as often as necessary to accomplish all required tasks, one of those times being in advance of annual public hearings on Comprehensive Plan progress, in which the Committee will participate. The Long-Range Planner in the Planning Division, discussed below, will serve as staff to this implementation Committee.

#### 2. *Review implementation progress in a joint annual public hearing before the Planning Commission and City Council.*

The public hearing should review how the plan is being used, the way the Vision, Principles and Goals have shaped decision-making, successes and obstacles to implementation, and new circumstances that may affect the plan's goals and principles. This will keep the plan current as officials and the public are reminded of its contents and discuss any needed changes.

#### 3. *Schedule a public process every five years to confirm or revise the Vision, Principles and Goals and review progress on implementation.*

A Comprehensive Plan must reflect the needs and aspirations of community residents. It must be a flexible document that can change according to circumstances. A series of public meetings in conjunction with public surveys and/or Web-based opportunities for public input should be held at least every five years. The process should include a summary of progress made on implementing the plan and unforeseen circumstances—both opportunities and obstacles—that affect implementation. After a review of the Vision, Principles and Goals of the plan, the public should be asked to confirm, revise, remove or add to these aspects of the plan.

#### 4. *Update the Comprehensive Plan thoroughly at least every 20 years.*

Many communities update their comprehensive plans every ten years, but at a minimum, the plan should be thoroughly updated at least every 20 years. This should include a major public participation process and detailed attention to every plan element.

## goal 2

The Comprehensive Plan is incorporated in decision-making at multiple levels.

### POLICY

- Use the plan in preparing and approving other planning and implementation activities by city agencies.
- Take the lead on the state level to address issues of importance to Alabama's larger cities.

## STRATEGY

### A. Deploy staff, resources and training to support implementation of the Comprehensive Plan

#### Actions

#### 1. Designate an existing or additional staff planner as the Long-Range Planner in the Planning Division to serve as the City's expert on the plan and coordinator of implementation.

A Long-Range Planner position should be created to be filled by an experienced existing or new planner. This person should have a master's degree or equivalent in planning and municipal experience. This implementation planner should:

- Become thoroughly familiar with the plan and implementation recommendations.
- Organize documents, materials, mailing lists, and digital resources transferred from the consultant team.
- Make comprehensive plan materials available on the city website or make the plan's website a continuing, interactive resource.
- Keep abreast of funding opportunities for Comprehensive Plan implementation.

- Staff and support the Comprehensive Plan Implementation Committee: develop agendas, schedule and call semi-annual meetings; send meeting notices and other information to the committee.
- With the Implementation Committee, support development of citizen activities to advance implementation of Comprehensive Plan recommendations; use mailing lists to attract additional people with a known interest in the Comprehensive Plan to participate in activities; and develop priority implementation activities for citizen action.

- Serve as an interdepartmental communication vehicle on Comprehensive Plan issues: seek information from other City departments, staff and officials on Plan implementation.

- Make presentations on the plan to citizen groups to explain implementation actions under way and encourage citizen participation.

- Serve as the contact point for neighborhood groups or others with an interest in implementation activities.

- In collaboration with the Office of Public Information, create a quarterly or semi-annual e-newsletter on Comprehensive Plan implementation activities for circulation within city government, to citizens, and to the media.

- Prepare an annual report on Comprehensive Plan implementation for the Planning Commission and the City Council, and organize an annual public hearing on Comprehensive Plan implementation.

#### 2. Use the Plan annually in preparing and approving departmental work plans, operational budgets and capital improvement plans.

A number of cities use their Comprehensive Plans in an annual process to develop departmental budgets and work plans. Among other things, this helps to ensure a certain level of understanding throughout City departments of what is in the Comprehensive Plan and how it is being implemented. A statement of how the budget or work plan reflects the priorities of the Comprehensive Plan should be required.



**3. Use the Plan in preparing and approving One-Year and Five-Year HUD Consolidated Plan documents, redevelopment grant proposals, and similar documents.**

The required plans for HUD formula grants should also be consistent with the Comprehensive Plan and a statement on how the Consolidated Plan documents reflect the Comprehensive Plan should be required.

**4. Use the Plan in working with the Greater Birmingham Regional Planning Commission/ Birmingham Metropolitan Planning Organization on the Long-Range Transportation Plan and other transportation planning documents, as well as in working with the Birmingham Jefferson County Transit Authority.**

Federal and state funding for a variety of transportation activities becomes available through the MPO planning process and can include funding for multi-use trails for bicyclists and pedestrians, public transportation innovations, and improvements to state and federal roads and bridges.

**5. Identify Comprehensive Plan-related actions on agendas of the City Council and the Planning Commission.**

Sometimes citizens are unaware of implementation actions and believe that a plan is “gathering dust on the shelf” when in fact it is being implemented. An icon or identifying note in agendas of decision-making bodies is a systematic way to show how the City is implementing the Comprehensive Plan.

**6. Publicize actions and activities that implement the Comprehensive Plan.**

While many citizens have embraced the comprehensive plan process, many remain skeptical about implementation. Actions by the City and by others that implement the Comprehensive Plan should be publicized as such, giving credibility to the planning process. Publicizing the connection between the recommendations of the Comprehensive Plan and implementation actions will require information sharing and communication.

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**B. Incorporate the Comprehensive Plan into the Capital Improvement Planning process, as well as other best practices.**

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See Chapter 13, pp. 13.20–13.22.

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**C. Organize and lead an alliance of Alabama’s major cities to obtain state legislation friendly to urban concerns and issues.**

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Alabama’s major cities—Birmingham, Montgomery, Mobile, and Huntsville—have many common goals and issues. State legislative delegations for metropolitan areas may represent too many diverse perspectives and interests to work easily together on specifically urban problems and concerns. Birmingham, as the state’s largest city, is well-positioned to lead an alliance of cities to work with the legislature on urban issues. In many cases, legislation could be put into effect that either requires an opt-in process, or is limited to places with urban conditions, so that it would not affect rural jurisdictions. Legislation to allow cities to deal efficiently with vacant, abandoned, and tax-delinquent properties, so that they can be returned to commerce or land banked in a timely and less expensive way than is now possible, would be one very high priority issue that could make a tremendous difference in revitalization programs.

**Action**

**1. Lead creation of an “Alabama City Alliance” based on a short list of desired legislation.**

Birmingham can take the lead in developing a short list of two to four issues that need legislative attention in order to promote economic and community revitalization in Alabama cities, provide a white paper for each, convene meetings with prospective members of the Alliance, and then develop a plan for working with legislators and state government to pursue needed legislation. Business, community, and neighborhood leaders should be recruited to work with the Alliance and communicate their support to the legislature.

## goal 3

Internal and external accountability is effective.

### POLICIES

- Provide effective and meaningful access to information about government activities and performance.
- Enforce municipal laws and regulations more effectively.
- Promote a customer service atmosphere in delivery of city services.

## STRATEGIES

### A. Measure government performance and make information available to the public.

#### Actions

#### 1. Create a performance measurement system and share the results with the public.

This Plan recommends a performance management system (p. 13.7). Meaningful measurement systems for government activities for some activities will consist in counting inputs and outputs (e.g., weekly maintenance activities at parks), in other cases they must go beyond counting to measure the impact of activities in improving quality of life. The Government Finance Officers Association recommends a publication by the National Performance Management Advisory Commission, *A Performance Management Framework for State and Local Government: From Measurement and Reporting to Management and Improving* (2010).

#### 2. Create an online information warehouse open to the public and enhance the E-government capacity of Birmingham City government.

Establishment of a state-of-the-art E-government (electronic-government) and open data system in Birmingham provides an important foundation for implementation. As both businesses and residents increasingly expect cities to take advantage of technology to provide services and information, a robust E-government and open data system will make Birmingham a more competitive city. (See Chapter 13, p. 13.6.) Mid-size and smaller cities are increasingly using innovative data strategies to enhance efficiency,

deliver services, and enhance accountability. A case study for Somerville, MA, is available at [www.socrata.com/discover/video-case-study-somerville-ma/](http://www.socrata.com/discover/video-case-study-somerville-ma/). In addition, a “national platform for data innovation,” including a section for municipalities, has been established at [www.data.gov/communities/cities](http://www.data.gov/communities/cities).

#### 3. Conduct a customer service survey for city services and make changes in procedures and training based on the results.

As noted in the economic development analysis, it is important to streamline city procedures and services, while still protecting the public interest, to make the city attractive as a place to do business. A customer-service culture is also important for existing and potential city residents. A survey of both businesses and residents on customer service will help identify areas that need improvement. Then, the appropriate training and changes in procedures should be put in place to improve the delivery of these services. Use of an improved website and smartphone apps, online utilities, and, where necessary, complete reform of systems, can improve both the reality and the perception of City government’s customer-service orientation.

### B. Focus on more consistent and effective enforcement of municipal laws and regulations.

#### Actions

#### 1. Provide the tools, training and funding needed for effective enforcement of the City’s laws and regulations.

Throughout the Comprehensive Plan process citizens called for more effective enforcement of existing regulations. Enforcement and accountability should be priority values for creating a more livable and prosperous City of Birmingham and visible enforcement of laws is critical to confidence in the area’s future. Inter-departmental task forces and working groups can focus on solving multi-faceted problems. The comprehensive property management system recommended in this plan can centralize the data and information needed for staff. Reorganization of enforcement systems and training of enforcement staff, such as the code enforcement reform underway in Baltimore, will improve enforcement and give more job satisfaction to enforcement officers by



helping them become more effective. Certain kinds of enforcement actions can involve fees or fines, which then can fund the training and tools needed. (See Chapter 7.)

## **2. Publicize and take full advantage of online utilities to aid city government.**

A number of online utilities and applications are emerging that can empower both citizens and government. One example is [www.SeeClickFix.com](http://www.SeeClickFix.com), in which citizens can report potholes, litter, or other problems online or through mobile applications. (See the City of Boston example at [www.cityofboston.gov/DoIT/apps/citizensconnect.asp](http://www.cityofboston.gov/DoIT/apps/citizensconnect.asp).) It is essential, however, that if the City promotes use of these kinds of applications, it has to be ready to be responsive.

maintenance over the years has resulted in situations where facilities or infrastructure are not performing as well as they should. In order to improve overall level of service and the city's competitiveness as a place to live and do business, it is important to make the most of all local resources.

Neighborhood revitalization, downtown enhancements, a connected network of green places, an effective multi-modal transportation systems, economic development services, and so on—the improvements and services that make the City of Birmingham a better place to live and support businesses—will move the area closer to achieving the Comprehensive Plan vision. In many cases, partial funding for capital improvements may be available through grants, but matching funds are often necessary. New or improved facilities need maintenance and operating funds.

## **goal 4**

There are sufficient local and other resources to provide cost-effective services and support innovative programs and revitalization.

### **POLICIES**

- Use local resources efficiently.
- Promote engagement with national organizations and funders.

## **STRATEGIES**

### **A. Review options to ensure that local resources are deployed in the most cost-effective manner to help achieve the community's vision and goals for the future.**

Implementing the Birmingham Comprehensive Plan and achieving the vision chosen by Birmingham residents for their future will require new resources and, by extension, new approaches to funding services, facilities and infrastructure. Investments in quality of life will help the City of Birmingham retain and attract both jobs and residents. Because of revenue constraints, inadequate

## **Actions**

### **1. Commission a study of the cost of services in relation to benefits.**

Better understanding of the cost of services and of different levels of community or individual benefit can support a number of aspects of government: performance measurement; setting user fees; evaluating alternative methods of delivering services. It will allow for fiscal strategies that are appropriate for the type of service, while ensuring quality performance and access to all residents. Measures of the cost of services should include all direct and indirect costs. Direct costs include salaries, materials and supplies, utilities, rent, travel and other costs that underlie the delivery of the service. Indirect costs include shared administrative expenses and support functions (such as legal, human resources, facilities, technology and so on). Indirect costs need to be allocated in a systematic way. Part of a study of this type should also identify the difference between services that primarily benefit individuals or individual households according to the amount of the service that they use (measurable services), and services that benefit the community as a whole.

### **2. Review the full range of funding options for implementing the Comprehensive Plan to identify the most effective funding strategies to meet Plan goals.**

Capital improvement plans should reflect Comprehensive Plan goals and identify future operating impacts. The Comprehensive Plan in Chapter 13,

pp. 13.20–13.22, identifies guidelines and best practices for capital improvement plans. Capital investments should reinforce the goals of the Comprehensive Plan, with policies and strategies to support fiscal sustainability. Future capital improvement planning should identify those projects that are new construction, expansions, and/or provide additional capacity. Operating impacts of new capital projects should also be identified.

There are a number of funding resources typically used by municipalities:

- **General obligation bonds.** Using debt to build infrastructure and make other necessary capital improvements is standard practice and an integral part of municipal fiscal sustainability. This is particularly the case when the assets will be used by both current and future residents and businesses. That is, those paying for the improvements will enjoy and benefit from the capital improvements. General obligation bonds and revenue bonds are the most common options. General obligation bonds are paid back from general tax revenues and require voter approval, and revenue bonds are paid back from specific revenues, such as utility rates or user fees.

As this Comprehensive Plan was being completed in 2012, city voters approved a \$150 million bond for short- and long-term capital improvements. The bond was broken down into six categories:

- > Landfill improvements and expansion: \$6.3 million
- > Public park and recreational facilities: \$20 million
- > Street and sidewalk improvements: \$48.7 million
- > Industrial park and economic development: \$19 million
- > Public building facilities and equipment: \$45 million
- > Storm sewers: \$11 million
- As noted earlier, choices for bond financing in the CIP should reflect the priorities of the Comprehensive Plan. Many of these improvements will be the result of deferred maintenance, highlighting the need to establish an asset management program and implement a system to provide timely maintenance. An extensive capital improvement program is an

ideal moment to begin a robust asset management program, as the new projects can be entered into the system with all the necessary baseline information to begin tracking the projects over time to schedule maintenance.

- **Sales tax increases dedicated to specific projects or improvements.** The recently approved \$150 million improvement bond in an economic climate of very low interest rates is likely to provide low-cost financing for a number of city capital improvements for a number of years. As this is a 20-year plan, however, it is important to review other potential sources of funding to achieve city goals.

Often, when communities need to increase revenues, the first sources considered are the largest existing revenue sources. Birmingham's largest revenue source is the 4% sales tax, which, when added to the state sales tax of 4% and Jefferson County's 2%, totals a 10% sales tax experienced by the consumer. A small increase in the sales tax can result in a significant amount of revenue—and in the case of sales tax, visitors and workers, not just residents, generate revenue. Many communities have raised sales tax by a half-cent or a penny to pay for specific improvements or programs.

Oklahoma City is well known for its success with this kind of initiative. The Oklahoma City MAPS Program, a one-cent sales tax increase approved by voters in 1993 to support a variety of downtown projects, was a resounding success. A 21-member citizen committee made recommendations to the city council and provided oversight for all projects. An economic impact study on the improvements identified significant additional private and institutional investment in the city's core linked to the public investment. The original MAPS project was followed by MAPSforKids in 2001 and MAPS3 in 2009. MAPS3 included funds for citywide trails, sidewalks and health/aquatic centers, as well as river improvements and downtown transportation, park and convention projects.

Another example is the "Penny for Pasco" program in Pasco County, Florida. Voters approved a one-cent local option surtax for the county, the county school board, and municipalities within the county,

for specific purposes within each jurisdiction. For example, the tax proceeds in the county were to be used for transportation (50%); acquisition of environmental lands (25%); public safety improvements (20%); and contingencies (5%).

- **Explore the potential of new and/or increased fees.** See discussion below.
- **Use federal grant programs strategically.** Federal entitlement funds, such as the Community Development Block Grant (CDBG) and HOME, have been cut overall for decades and because of Birmingham's population decline. Although it is appropriate for these programs to be focused on assisting low and moderate income residents throughout the city, they can also provide support for implementation of Comprehensive Plan recommendations.

Federal funds are increasingly being made available through competitive processes, such as the TIGER grant awarded in 2012 to Birmingham. The existence of the plan for the Red Rock Ridge and Valley Trail System helped make the Birmingham proposal highly competitive and successful. Having a community-based Comprehensive Plan is also competitive advantage for winning discretionary federal and state grants, because it sends a message that the community knows what it wants and has developed a strategy to get there.

- **Strengthen partnerships with regional and local philanthropies and the business sector to support implementation of the Comprehensive Plan.** Members of these groups have already contributed to the creation of Railroad Park and the new trail system, redevelopment projects in Woodlawn, and other projects. As implementation programs are being created and pursued, philanthropic, nonprofit and business sector groups and leaders should be invited to take on parts of the implementation program. The City might invite local foundations and funders, as well as business leaders, to be part of a Comprehensive Plan Partners' Committee to work with the City and the Advisory Committee on implementation.

### **3. Explore the use of fees, rather than general tax revenues, for measurable services.**

Cities experiencing constraints in operating funds usually begin by decreasing levels of service: layoffs,

furloughs, closing of non-essential facilities, and similar actions. Next, they explore alternative revenue sources and strategies, with the most common approach being increases in user fees and implementation of new user fees. Fees that support the costs of services that otherwise would be paid for by general fund taxes can free up those tax funds for other purposes.

Fees, rather than general tax revenues, should support measurable services that primarily benefit individuals or individual households—typically the case for water and sewer service enterprise funds, which in the case of Birmingham are provided by non-City agencies. Many communities also have enterprise funds for solid waste collection and stormwater management. Outside of enterprise funds, fees can be appropriate for other types of services that primarily benefit individuals, for example, adult recreation classes and team sports. In contrast, however, summer day camp and similar kinds of youth programs designed to provide positive activities for young people should be viewed as beneficial to the community as a whole, with a minimum of fees.

Fee structures should be established to recover the costs of providing services and include provision for access to important services by low-income households. Fees are typically established to recover costs, not to make a profit. Decision makers need to discuss and identify the balance between individual and community benefit that is appropriate for the City of Birmingham and develop a formal policy on fees that identifies the criteria to be used in setting fees. Comprehensive user fee programs can be developed with a long-term perspective by establishing policy goals for the user fee program, including the appropriate direct and indirect costs to be recovered through the fees and the level of cost recovery for each department.

Principles to guide the establishment or increase of fees include:

- Consider community-wide benefit versus specific benefit for certain services, such as recreation programs, City facility rental use, and senior activities. Set fees according to this benefit trade-off.
- Establish fees at a level that permits lower-income groups to participate in services that they might not otherwise be able to afford.

- Determine who is the service recipient and who is the service driver. For example, code enforcement benefits the community as a whole, but the service is driven by an individual or single business owner violating City code.
- Consider how price affects demand for City services. Increasing the price of some services results in a reduction of demand for those services, and vice versa. For example, most youth and senior programs are extremely price-sensitive, and significant increases in fees can decrease demand significantly, meaning that youth and seniors may not have programs that they need.
- Price services to encourage or discourage certain behaviors, for example, false-alarm-response fees that increase with repeated events would discourage multiple false alarms and costly City response.
- Establish a formal review process of the comprehensive fee schedule in order to monitor and adjust fees to changes in service delivery functions, resources and costs, thus avoiding the potential for significant fee spikes. A tracking system for all fee-generating services can help determine work-flow patterns and provide information to help fine-tune fee levels to meet City goals.

#### **4. Develop a strategy to fund match requirements for grants and federal funding.**

In the past, Birmingham and the region have not always taken advantage of federal and other funding because of an inability or unwillingness to meet the match requirements. Strategies to address this problem could include creation of a “sinking fund,” and public information and communication campaigns around high-priority projects and programs to create broad-based constituencies that will support contributions to match requirements.

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### **B. Promote engagement with national organizations and funders.**

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A number of recommendations in this plan encourage Birmingham to create relationships with national foundations that support community revitalization and pursue studies and technical assistance from organizations with national expertise in solving many of the types of problems found in Birmingham. Just as the Mayor and other leaders keep in contact with federal elected and appointed officials, it is important to develop strong relationships with national funders. Changing political conditions may make federal support more difficult to obtain for needed initiatives, making engagement with foundations and other national funders more essential than ever.

#### **Actions**

##### **1. After the Comprehensive Plan is adopted, organize a conference on the future of Birmingham neighborhoods with speakers from national funders, technical experts, and governmental and grassroots practitioners.**

See discussion in Chapter 8, p. 8.15. The purpose of this conference is to showcase Birmingham initiatives, including the Comprehensive Plan, to showcase a variety of innovative solutions to common problems that Birmingham could pursue, and to create relationships with national organizations and funders to seek support for Birmingham’s community-revitalization efforts.

##### **2. Designate a person in City government to develop ongoing relationships with national funders, keep up with funding opportunities, and organize preparation of proposals for grants.**

There should be a person in City government with a broad understanding of the vision, goals and strategies in the Comprehensive Plan who is tasked with keeping up with funding opportunities, making decision makers aware of these opportunities, and then being responsible for preparing grant proposals. In some cases, working with local foundations to seek national support may be the most successful strategy. Among the national funders who should be approached are the Rockefeller Foundation, Ford Foundation, LISC, Enterprise Foundation, Surdna Foundation, Living Cities, and Bloomberg Philanthropies.

## C. Implementation and Action Plan

### 1. IMPLEMENTATION TOOLS

The most important implementation tool that city government has is the ability to decide where and how to make public investments—in infrastructure, in programs, and in development assistance. City investments improve quality of life and delivery of services, and in some cases serve as project-specific incentives. For Birmingham, which has suffered from inadequate private investment over several decades, a major strategy in this Plan involves making targeted public investments to create a critical mass of activity that can leverage private investment while ensuring quality-of-life improvements for current residents. Public investments coupled with the Plan tell the development community that local government will do what it can to support new private investment that will implement the plan. A representative list of regulatory, financial and incentive-based types of tools includes:

- **Zoning and development regulations.** Most people think of zoning as the preeminent implementation tool for a land use plan, and it certainly provides one of the foundations for effective implementation of a plan. Modernization of the City of Birmingham zoning ordinance and other regulations, ideally in a Unified Development Ordinance (UDC) and developed on the foundation of the Framework Plans for Communities, will provide higher-quality development and more predictability for residents, property owners, and developers.
- **Urban design strategies and design review.** The current design review process has helped the city promote higher design standards in historic districts and commercial revitalization districts. However, it relies for the most part on general guidelines, many created decades ago for urban renewal districts and based on a historic-district model. The guidelines are not easily available to the public. Elsewhere in the city, the lack of basic urban design standards in the zoning ordinance has resulted in poor development outcomes from a design point of view. Refinement of the city's urban design standards should occur in tandem with modernization of the zoning ordinance and development regulations.
- **Framework Plans for Communities.** The Plan recommends that the City's Planning Division create Framework Plans for the city's Communities in order to apply the goals, policies and strategies of the Comprehensive Plan to the specific conditions in the Communities and Neighborhoods. This process will promote implementation of the Plan by embedding the Plan's principles, which emerged from the public participation process, throughout the city, widening the circle of public participation and growing the constituency for implementation of the Plan.
- **Major Street Plan with Mode Priority Streets.** Since Birmingham has been operating for many years without a planning framework for physical development, the Major Street Plan has not been kept up and used. The Comprehensive Plan now provides that framework, and adds criteria for creating a system of Mode Priority Streets in order to create a robust network of transportation options for pedestrians, bicycles, transit, cars, and freight.
- **Capital Improvement Plan (CIP).** The Plan's the goals, principles and recommended actions should be consulted as the capital improvement plan is modified every year.
- **Federal and state transportation funds.** The Metropolitan Planning Organization—which is administered by the Regional Planning Commission of Greater Birmingham—prepares the regional Long-Range Transportation Plan and the TIP (Transportation Improvement Program). Decision-making for Birmingham transportation needs within the MPO should be coordinated to achieve Comprehensive Plan goals.
- **Redevelopment districts and land assembly/land banking.** Urban renewal legislation and plans from previous decades continue to be used in Birmingham. Creation of a professionally-managed Birmingham Redevelopment Authority, as recommended in this Plan, will result in an updated approach to redevelopment and incentives, land banking, and facilitation of land assembly, land swaps, and similar activities to encourage development.



- **Tax abatements.** The City currently uses tax abatements as incentives for desired private investment, often projects likely to produce sales tax revenues or immediate jobs. While the rationale for these priorities is understandable, this Plan suggests that the City direct some of these incentives to support expansion of emerging economic sectors that have long-term prospects for growth and success. In addition, limited property tax abatements to help provide incentives for renovating historic buildings can help revitalize neighborhoods and downtown without an excessive impact on revenues.

## 2. IMPLEMENTATION MATRICES

The implementation matrices for Chapters 4–13, which begin on p. 15.15, provide more specific guidance about how to put the plan to work and begin transforming ideas into action. The plan has a long-term horizon, looking ahead to 2033, but it also includes a number of short- and medium-term actions that are necessary prerequisites to long-term results. Each action plan includes goals, strategies (“what”), actions (“how”), responsible parties (“who”), a target timeline (“when”) and potential resources. Most of the actions are relatively short-term, but this is because many need to start within the next few years in order to produce visible results over the medium to long terms.

### Abbreviations

<b>ADEM</b>	Alabama Department of Environmental Management
<b>ALDOT</b>	Alabama Department of Transportation
<b>BBA</b>	Birmingham Business Alliance
<b>BCS</b>	Birmingham City Schools
<b>BJCTA</b>	Birmingham-Jefferson County Transit Authority
<b>BWWB</b>	Birmingham Water Works Board
<b>CDBG</b>	Community Development Block Grant (federal)
<b>EPA</b>	Environmental Protection Agency
<b>HABD</b>	Housing Authority of Birmingham District
<b>Map-21</b>	Moving Ahead for Progress in the 21st Century (federal transportation funding statute)
<b>MPO</b>	Metropolitan Planning Organization (in RPCGB)
<b>PEP</b>	Department of Planning, Engineering, and Permits
<b>REV</b>	REV Birmingham
<b>RPCGB</b>	Regional Planning Commission of Greater Birmingham
<b>SRI</b>	Southern Research Institute
<b>TIGER</b>	Federal transportation funding to support economic development
<b>UAB</b>	University of Alabama–Birmingham
<b>WIB</b>	Workforce Investment Board (federal)



## CHAPTER 4—NATURAL RESOURCES AND ENVIRONMENTAL CONSTRAINTS

Short-term action (2013–2016) Medium-term action (2017–2023) Long-term action (2023–2033)

GOAL	WHAT	HOW	WHO	WHEN	RESOURCES	SEE PAGE
1. A comprehensive green infrastructure system provides access to and preserves natural areas and environmentally sensitive areas.	A. Enhance Birmingham’s urban forest.	1. Amend Tree Ordinance.	City Council; Horticulture Division/Public Works Dept.	Short Term	Staff time	4.16
		2. Plant more trees.	City Council; Birmingham Tree Commission; Horticulture Division	Short Term and ongoing	Arbor Day Foundation; US Small Business Administration Tree Planting Initiative; Urban and Community Forestry Assistance Program; streetscape funds (federal and local); adopt a tree public contributions	4.16
		3. Prepare an Urban Forestry Plan.	Birmingham Tree Commission; Horticulture Division; consultant	Medium Term	Alabama Cooperative Extension Service/ USDA Forest Service; USDA Forest Service Urban Forestry Grants	4.17
		4. Engage the public around the importance of the urban forest for quality of life.	Birmingham Tree Commission; Botanical Gardens; Ruffner Mountain Nature Center; Southern Environmental Center; UAB	Short Term and ongoing	USDA Forest Service Urban Forestry Grants; Alabama Forestry Commission assistance	4.17
	B. Implement priority portions of the Red Rock Ridge and Valley Trail System (RRRVTS).	1. Initiate priority projects for green infrastructure improvements.	Planning, Engineering, and Permits Department (PEP); Freshwater Land Trust;	Short Term and ongoing	Transportation funds; foundation grants	4.18
		2. Develop partnerships and funding	PEP; Health Action Partnership; UAB; RPCGB	Medium Term	Staff time	4.19
	C. Audit and amend development regulations, as needed, to promote environmental goals.	1. Audit development regulations.	PEP; Planning Commission	Short Term	Staff time; volunteer professionals; STAR Community Rating System (starcommunities.org)	4.19
		2. Consider incentives for the use of conservation developments.	PEP; Planning Commission; City Council	Short Term	Staff time	4.21

CHAPTER 4—NATURAL RESOURCES AND ENVIRONMENTAL CONSTRAINTS						
<span style="background-color: #fff9c4;">Short-term action (2013–2016)</span> <span style="background-color: #d7ccc8;">Medium-term action (2017–2023)</span> <span style="background-color: #bbdefb;">Long-term action (2023–2033)</span>						
GOAL	WHAT	HOW	WHO	WHEN	RESOURCES	SEE PAGE
		3. Establish zoning provisions to allow for compact housing.	PEP; Planning Commission; City Council	Short Term	Staff time	4.22
<b>2. Reinvestment in existing communities conserves resources and sensitive environments.</b>	A. Convert selected brownfields to usable open space.	1. Identify brownfield sites for open space use.	PEP; REV; Redevelopment Authority/Land Bank; Parks & Recreation Dept; Public Works Dept; City Council; Freshwater Land Trust; RPCGB; Southern Environmental Center	Medium Term	EPA funds; grant funding; general fund	4.23
		2. Acquire and remediate selected sites.	Mayor's Office; City Council; City departments; EPA Region IV; Southern Environmental Center; Cawaco RC&D	Long Term	EPA Region IV	4.23
<b>3. The city makes every effort to consistently meet clean air standards.</b>	A. Implement priority portions of the Red Rock Ridge and Valley Trail System.	1. Develop a priority list for unfunded segments of the Trail System and seek funding according to the list.	Mayor's Office; City Council; PEP; Freshwater Land Trust; RPCGB	Short Term	Staff and partner time	4.25
	B. Use clean fuels and encourage vehicle emissions testing.	1. Expand use of clean fuels.	City government; Alabama Partners for Clean Air; Alabama Clean Fuels Coalition; Health Action Partnership	Short Term and ongoing	City fleet management purchases and staff time; UAB Sustainable Smart Cities Research Center	4.25
		2. Encourage periodic vehicle emissions testing.	Mayor's Office; RPCGB; Alabama Partners for Clean Air; Health Action Partnership	Short Term and ongoing	Staff and volunteer time; grant funds	4.25
<b>4. The city makes every effort to consistently meet clean water standards.</b>	A. Maintain updated citywide flood-mitigation and stormwater plans.	1. Update the 2004 Flood Mitigation/Stormwater Management Plan.	Floodplain Division/ PEP; water quality monitoring consultant;	Short Term	FEMA Hazard Mitigation Assistance (HMA) Grant programs	4.26
		2. Evaluate recommendations and update flood regulations.	Floodplain Division/ PEP; Planning Commission; City Council	Short Term	Staff time	4.26

CHAPTER 4—NATURAL RESOURCES AND ENVIRONMENTAL CONSTRAINTS

<div> <div>Short-term action (2013–2016)</div> <div>Medium-term action (2017–2023)</div> <div>Long-term action (2023–2033)</div> </div>						
GOAL	WHAT	HOW	WHO	WHEN	RESOURCES	SEE PAGE
	B. Continue water-quality monitoring and begin enforcement based on new city-wide Stormwater Ordinance.	1. Work to remove local streams from the 303(d) list of impaired waters.	PEP; ADEM	Short Term and ongoing	Staff and consultant time	4.27
		2. Work to reduce pollutant loading on city water resources.				4.28
	C. Use green infrastructure best practices, as feasible, in City capital-improvement projects, as well as consider incentives for private development.	1. Create a green infrastructure program as part of the City's street and sidewalk improvement plans.	PEP; planning, design, and engineering professionals	Short Term	Staff time; consultants; infrastructure bond	4.28
		2. Incorporate green infrastructure best practices in implementation of the 2012 TIGER grant and implementation of the Red Rock Ridge and Valley Trail System.	PEP; design and engineering professionals	Short Term	Staff time; consultants; TIGER funds	4.28
		3. Create incentives to promote green infrastructure (low-impact) development for private development.				4.28

## CHAPTER 5—OPEN SPACE, PARKS AND RECREATION

<div> <div>Short-term action (2013–2016)</div> <div>Medium-term action (2017–2023)</div> <div>Long-term action (2023–2033)</div> </div>						
GOAL	WHAT	HOW	WHO	WHEN	RESOURCES	SEE PAGE
<b>1. Every resident is within a ten-minute walk of a park, greenway or other publicly accessible, usable open space.</b>	A. Identify and prioritize residential areas within the city that lack usable open space within a ten-minute walk.	1. Identify opportunity sites in priority areas with limited access to existing parks, recreation and open space amenities.	Planning Div/PEP; Parks and Recreation Dept	Short term	Staff time	5.13
		2. Update the citywide parks and recreation master plan.	Parks and Recreation Board; Parks and Recreation Dept.; Red Mountain, Railroad, Ruffner parks; Botanical Gardens; planning/design consultant	Medium term	Staff time; consultant; infrastructure bond	5.14
		3. Support alternative open space and recreation providers.	City Council; Parks and Recreation Dept.; Parks and Recreation Board; REV Birmingham	Short term and ongoing	Staff time; small grants	5.14
		4. Acquire and develop desired park sites.	City Council; Parks and Recreation Dept.; Parks and Recreation Board	Medium term	Business community; CDBG; Land and Water Conservation Fund (federal/state)	5.15
		5. Prepare and implement plans to revive underutilized, historic facilities.	Planning Division/PEP Dept.; Parks and Recreation Dept.; local planning and design professionals; Neighborhood Associations	Medium term	Staff time; Auburn Urban Design Studio; Alabama Trust for Historic Preservation; foundation grants	5.15
	B. Incentivize park development and open space preservation as a part of private development.		Planning Division/PEP Dept.; Planning Commission	Short term and ongoing	Staff time; potential inclusion in zoning revision or Unified Development Code	5.15
<b>2. City parks and recreation facilities are safe, well-maintained and widely used.</b>	A. Assure adequate park maintenance and associated funding.	1. Increase coordination between city departments on parks and recreation maintenance.	Public Works Dept.; Parks and Recreation Dept.	Short term and ongoing	Staff time; National Recreation and Park Association best practices	5.16

CHAPTER 5—OPEN SPACE, PARKS AND RECREATION

<div> <div>Short-term action (2013–2016)</div> <div>Medium-term action (2017–2023)</div> <div>Long-term action (2023–2033)</div> </div>						
GOAL	WHAT	HOW	WHO	WHEN	RESOURCES	SEE PAGE
		2. Dedicate adequate funding for parks maintenance and for capital improvements.	City Council; Parks and Recreation Dept.	Short term and ongoing	Bond funding for capital improvements; general fund for maintenance; Friends' groups to volunteer and raise funds for maintenance	5.16
		3. Seek additional funding for sports, culture and other specialty programs and facilities.	Parks and Recreation Dept.; "Friends" groups	Medium term	Foundations such as the Tiger Woods Foundation, NFL Foundation, Community Foundation; fundraising by "Friends" groups; sliding scale fees	5.17
	B. Continue partnering with public and private organizations to enhance the parks system.	1. Establish best practices policies for public/private partnerships.	Parks and Recreation Board; Parks and Recreation Dept.; Red Mountain, Ruffner Mountain, Railroad Park; Friends groups	Short term	Center for City Park Excellence/ Trust for Public Land; National Recreation and Park Association	5.17
		2. Encourage creation of "Friends of Parks" groups.	Neighborhood advocates; business leaders; community leaders; park supporters	Short term and ongoing	Parks and Recreation Board; Neighborhood Associations; recreational users groups	5.17
		3. Join the City Parks Alliance.	Parks and Recreation Board; Parks and Recreation Department; Railroad Park; Ruffner Mountain	Short term	Staff time; modest membership fee	5.17
	C. Adjust recreational programming to best serve neighborhood demographics.	1. Survey residents on park and recreation needs.	Parks and Recreation Dept.; Parks and Recreation Board	Short term and ongoing	Staff time; National Recreation and Park Association; local universities	5.18
		2. Encourage professional development of staff.	Planning Division/ PEP Dept.; Parks and Recreation Dept.; Parks and Recreation Board	Short term	Staff time; membership fees; National Recreation and Park Association; City Parks Alliance	5.18

CHAPTER 5—OPEN SPACE, PARKS AND RECREATION						
<span style="background-color: #fff9c4;">Short-term action (2013–2016)</span> <span style="background-color: #d7ccc8;">Medium-term action (2017–2023)</span> <span style="background-color: #cfe2f3;">Long-term action (2023–2033)</span>						
GOAL	WHAT	HOW	WHO	WHEN	RESOURCES	SEE PAGE
	D. Increase safety in parks, greenways and recreation facilities.	1. Adopt CPTED principles for parks, greenway and recreational facility design.	PEP; Parks and Recreation Board; Parks and Recreation Department; Neighborhood associations; Friends groups; citizen patrol groups; police department	Short term	Staff time; volunteer time	5.19
		2. Maximize surveillance of parks and recreation facilities.	Neighborhood associations; Friends groups; citizen patrol groups; police department	Short term and ongoing	Police time; volunteer time; Neighborhood Watch; National Night Out program	5.19
<b>3. The city's major natural amenities are enjoyed by residents and visitors.</b>	A. Improve access to Red Mountain Park and Ruffner Mountain Nature Center.	1. Improve wayfinding and access to Red Mountain Park.	Red Mountain Greenway and Recreational Trails Commission; City; adjacent municipalities; RPCGB; ALDOT	Medium term	MAP-21 or TIGER grant	5.20
		2. Improve wayfinding and access to Ruffner Mountain Nature Center.	Ruffner Mountain Nature Preserve; City; ALDOT	Medium term	MAP-21 or TIGER grant	5.20
		3. Explore opportunities to provide transit access to these parks.	BJCTA; Red Mountain Commission; RPCGB; BBA; Tourism and Visitor's Bureau	Medium term	Red Mountain Commission; tourism operators	5.21
	B. Support development of recreational access to the Cahaba River and other are waterways.	1. Expand and improve recreational access to the Cahaba River.	Freshwater Land Trust; Cahaba River Society; Cahaba Riverkeeper; City and adjacent municipalities	Medium term	Rivers, Trails and Conservation Assistance Program (National Park Service)	5.21
		2. Develop greenway trails to provide recreational opportunities along area streams.	Planning Division/ PEP Dept.; Freshwater Land Trust; Parks and Recreation Dept.	Short term and ongoing	MAP-21 or TIGER grant; Rivers, Trails and Conservation Assistance Program (National Park Service)	5.22



## CHAPTER 6—SUSTAINABILITY AND GREEN PRACTICES

Short-term action (2013–2016)
Medium-term action (2017–2023)
Long-term action (2023–2033)

GOAL	WHAT	HOW	WHO	WHEN	RESOURCES	SEE PAGE
<b>1. City operations serve as a model of energy and resource efficiency.</b>	A. Develop a citywide sustainability program for all operations and facilities.	1. Prepare a Sustainability Plan.	Mayor's office; City departments; consultant	Short term	Foundation grants	6.11
		2. Update departmental policies and procedures.	Mayor's office; City departments	Medium term	Staff time	6.11
		3. Incorporate green design in City facilities.	PEP	Medium term	Bond funding	6.11
		4. Evaluate lifecycle costs in development of new city facilities and for purchase of equipment.	PEP; Finance Dept.	Short term and ongoing	Staff time	6.12
		5. Continue cost-effective conversion of the vehicle fleet to reduce costs and emissions.	Equipment Manager	Short term and ongoing	Staff time	6.13
	B. Increase recycling.	1. Expand city recycling program to more users where feasible.	Public Works Dept.	Medium term	Capital fund for equipment	6.13
		2. Promote recycling.	Public Works Dept.	Short term and ongoing	Alabama Environmental	6.14
<b>2. Reinvestment in existing communities conserves resources.</b>	A. Attract private investment to existing communities.	1. See Actions in Chapter 4, p. 4.22; Chapter 7, pp. 7.8–7.32; Chapter 8, pp. 8.9–8.70.				6.14
	B. Identify and participate in priority brownfield projects.	2. See Chapter 9, p. 9.20				6.14
	C. Encourage adaptive reuse of existing buildings where appropriate.	1. Require cost comparison for redevelopment projects involving City financial support.	Finance Dept.	Short term	Staff time; developer time	6.15
		2. Compare costs of reuse versus new construction for capital projects.	Finance Dept.	Short term	Staff time	6.15
		3. Facilitate the development of a Preservation Guild.	Historic Preservation Commission; designers; builders; craftspeople	Medium term	Staff time	6.16

CHAPTER 6—SUSTAINABILITY AND GREEN PRACTICES						
<span>Short-term action (2013–2016)</span> <span>Medium-term action (2017–2023)</span> <span>Long-term action (2023–2033)</span>						
GOAL	WHAT	HOW	WHO	WHEN	RESOURCES	SEE PAGE
	D. Encourage urban farming and community gardens to reduce food deserts	1. Continue support for community garden programs.	Neighborhood groups; Nonprofit organizations	Short term	Private funds	6.16
		2. Encourage urban agriculture.	Planning/PEP	Short term and ongoing	Jones Farm	6.16
<b>3. Private developments incorporate cost-effective sustainable planning and design features at the regional, citywide, neighborhood and site levels.</b>	A. Incentivize green building and neighborhood design.	1. Audit and amend development regulations.	Planning and Urban Design/PEP;	Short term	Staff time; EPA Sustainable Design and Green Buildings Toolkit: <a href="http://www.epa.gov/region4/recycle/green-building-toolkit.pdf">http://www.epa.gov/region4/recycle/green-building-toolkit.pdf</a>	6.18
		2. Provide incentives for green design.	Mayor's office; Planning/PEP; Office of Economic Development	Short term and ongoing	Tax abatement	6.19
		3. Adopt a cost-effective green-compatible building code.	Planning/PEP; City Council	Short term	Staff time	6.19
		4. Launch a white roofs program.	Mayor's Office	Medium term	Private funds; volunteers	6.20
	B. Promote water conservation.	1. Advocate for state laws and local standards allow appropriate use of greywater.	BWWB; PEP	Medium term	Staff time	6.21
		2. Support programs in partnership with the Birmingham Water Works Board to increase water efficiency.	Mayor's Office; BWWB	Short term and ongoing	Staff time	6.21
		3. Encourage water efficiency as a part of programs to promote green building design.	Mayor's Office; Planning/PEP	Short term and ongoing	Staff time	6.21
<b>4. The city makes every effort to reduce air pollution.</b>	A. Develop and implement a Sustainability Plan for city operations.	1. Establish measurable goals to decrease emissions from city operations.	Mayor's Office	Short term	Staff time	6.22
		2. Reduce transportation-related emissions.	Mayor's Office; Equipment Manager	Short term and ongoing	Equipment fund	6.22
		3. Reduce emissions from buildings and energy use.	See green building above.	Short term and ongoing	Staff time	6.22

CHAPTER 6—SUSTAINABILITY AND GREEN PRACTICES

<div> <div>Short-term action (2013–2016)</div> <div>Medium-term action (2017–2023)</div> <div>Long-term action (2023–2033)</div> </div>						
GOAL	WHAT	HOW	WHO	WHEN	RESOURCES	SEE PAGE
		4. Support state and federal weatherization programs.	Mayor's Office	Short term and ongoing	Staff time	6.23
		5. Promote use of renewable energy sources.	Mayor's Office; utilities	Short term and ongoing		6.23

## CHAPTER 7—NEIGHBORHOODS, HISTORIC PRESERVATION AND HOUSING

<div> <div>Short-term action (2013–2016)</div> <div>Medium-term action (2017–2023)</div> <div>Long-term action (2023–2033)</div> </div>						
GOAL	WHAT	HOW	WHO	WHEN	RESOURCES	SEE PAGE
<b>1. Neighborhoods are enhanced by investments to improve quality of life.</b>	A. Develop a program for Strategic Opportunity Areas to focus a defined portion of public investments, incentives, and programs on neighborhoods with potential “urban villages” at their core.	1. Identify potential urban village districts, based on comp plan concepts.	Planning/PEP; Community Development	Short term	Staff time	7.8
	B. Create a series of proactive “framework plans” to include all of Birmingham’s Communities to translate the goals and policies of the Comprehensive Plan to the community level and adopt these plans as part of the Comprehensive Plan.”	1. Planners from the City’s Planning Division work with Communities in order to develop long-term expertise and relationships.	Planning/PEP	Short term	Staff time	7.9
		2. Engage neighborhood groups, students and volunteers to perform rapid “community audits” of the public realm to aid in developing the framework plans, targeting and prioritizing resources for public improvements.	Planning/PEP with neighborhood associations, churches, schools, college students, or other local organizations.	Short term and ongoing	Staff time; volunteer time; small foundation grants; student programs	7.9
		3. Create Framework Plans through a public process.	Planning/PEP; RPCGB; Auburn Urban Studio; Neighborhood Associations; merchants’ groups and business owners	Short term and ongoing	Staff time; RPCGB staff and funds; Urban Studio	7.10
		4. Develop templates for the Framework Plans so that the Planning Department can oversee plans carried out by others.	Planning/PEP; RPCGB; Auburn Urban Studio; Neighborhood	Short term	Staff time	7.10

CHAPTER 7—NEIGHBORHOODS, HISTORIC PRESERVATION AND HOUSING

<div> <div>Short-term action (2013–2016)</div> <div>Medium-term action (2017–2023)</div> <div>Long-term action (2023–2033)</div> </div>						
GOAL	WHAT	HOW	WHO	WHEN	RESOURCES	SEE PAGE
	C. Create a system or consultation structure to ensure communication and coordination with the Housing Authority, School System, Transit Authority, and other government agencies, including county, state and federal agencies with facilities in the city, about location and disposition of facilities so that they further City of Birmingham goals for neighborhood and economic development.	1. Create a Public Facilities Working Group and invite relevant public agencies' facilities staff to meet at least twice a year.	Mayor's Office; PEP director	Short term	Staff time	7.10
	D. Explore the potential of community schools as neighborhood anchors for residents of all ages, including coordination with recreation programs, health and social services, adult education and fitness, and so on.	1. Bring together school system officials, the Education Foundation, city staff nonprofits, higher education institutions social services providers, parents and other stakeholders to explore the community schools model for Birmingham.	Mayor's Office; PEP director; Board of Education; BCS; nonprofits	Short term	Staff time	7.11
		2. Support local efforts to bring a Promise Neighborhood Initiative program to Birmingham.	Foundations and other local organizations; Board of Education; BCS	Short term	Staff time; nonprofit organizations	7.12
<b>2. Community/neighborhood centers (urban villages) that provide access to retail and services.</b>	A. Amend commercial strip zoning along arterial roads to promote more compact, mixed-use and walkable commercial districts.	1. Designate intersections and segments of commercial corridors for different intensities of commercial development and introduce new mixed-use zoning options to create Urban Village Zoning, especially where there are future opportunities for transit stops.	PEP	Short term	Staff time	7.12

## CHAPTER 7—NEIGHBORHOODS, HISTORIC PRESERVATION AND HOUSING

<div> <div>Short-term action (2013–2016)</div> <div>Medium-term action (2017–2023)</div> <div>Long-term action (2023–2033)</div> </div>						
GOAL	WHAT	HOW	WHO	WHEN	RESOURCES	SEE PAGE
		2. Establish a program to redesign commercial corridors with enhanced streetscapes or parkway-style environments that create more attractive development opportunities.				7.13
		3. Improve the function and design for all neighborhood centers, including access management, internal circulation, buildings at the street edge, pedestrian networks, landscaped and distributed parking lots, and similar measures, through enhanced development standards in development regulations.	Urban Design/PEP; Traffic Engineering; City Engineer	Short term	Staff time; developers	7.13
		4. Use form-based zoning or place-based zoning in mixed-use urban village and commercial corridor locations as a way to promote pedestrian-friendly environments with quality design.	Urban Design and Planning/PEP	Short term	Staff time	7.13



## CHAPTER 7—NEIGHBORHOODS, HISTORIC PRESERVATION AND HOUSING

<div style="display: flex; justify-content: space-between; font-size: 0.8em; margin: 0;"> <span style="background-color: #f9e79f; padding: 2px;">Short-term action (2013–2016)</span> <span style="background-color: #c4c4c4; padding: 2px;">Medium-term action (2017–2023)</span> <span style="background-color: #99c2e3; padding: 2px;">Long-term action (2023–2033)</span> </div>						
GOAL	WHAT	HOW	WHO	WHEN	RESOURCES	SEE PAGE
	B. When locating city, school, or other public uses, give priority to districts identified in the Comprehensive Plan future land use map as compact, mixed-use commercial districts, such as Urban Village and Main Streets districts.	1. Coordinate disposition of, or new uses for, publicly-owned properties through the PEP to ensure compatibility with Comprehensive Plan goals and strategies, as well as plans for neighborhoods and commercial areas.	Planning/PEP; Board of Education	Short term and ongoing	Staff Time	7.14
		2. In future public school improvement programs, work with the State Superintendent and State Department of Education to design schools for urban contexts.	Board of Education; BCS; State Superintendent, State Department of Education	Long term	Staff time	7.14
	C. Promote the development of business or merchants' associations to serve as the voice of business owners in Urban Village/Main Street districts.	1. Pursue funding to support capacity building for business associations, coordinating with programs for technical assistance and supports for small businesses and microenterprises.	Office of Economic Development; REV Birmingham; Community Development Dept.	Short term	REV; National foundations	7.15
	D. Continue to recruit grocery stores and fresh food outlets with a preference for locations in or adjacent to Urban Villages/ Main Street districts, and avoid incentivizing fast food outlets.	1. Identify specific locations for grocery stores or other anchors, preferably in or adjacent to Urban Village/Main Streets districts and other future compact, mixed-use districts, prepare market analyses for these locations, and develop incentives appropriate for specific locations.	Mayor's Office; Office of Economic Development; Planning/PEP; market analyst consultant	Short term	Staff time; general fund; federal Healthy Food Financing Initiative	7.16

## CHAPTER 7—NEIGHBORHOODS, HISTORIC PRESERVATION AND HOUSING

<div> <div>Short-term action (2013–2016)</div> <div>Medium-term action (2017–2023)</div> <div>Long-term action (2023–2033)</div> </div>						
GOAL	WHAT	HOW	WHO	WHEN	RESOURCES	SEE PAGE
	E. Develop criteria to deploy city incentives strategically, based on data about the ability of localized markets to support desired retail and services as well as understanding of where gaps in market support exist, and coordinate with revitalization planning in efforts to close gaps.	1. Coordinate with city departments and agencies in charge of revitalization planning to ensure that a portion of economic development incentives are targeted to urban villages in Strategic Opportunity Areas where they will have the most impact.	Mayor's Office; Office of Economic Development; REV- Main Street Program; City Council	Short term	Staff time; tax abatements	7.16
		2. Give priority to public infrastructure improvements in urban villages in Strategic Opportunity Areas.	Mayor's Office	Short term and ongoing	Bond funding	7.16
<b>3. City neighborhoods have a good public image.</b>	A. Create a marketing plan for the city and work with realtors, major employers, and others to ensure that people new to the region consider the City of Birmingham as a place to live.	1. Designate a city staff member to organize a working group representative of government, major employers, realtors, and developers to create a plan and seek funding to support it.	Office of Economic Development; major employers; Birmingham Association of Realtors; developers; REV Birmingham	Short term	Staff time; sponsorships; advertising	7.18
		2. Develop a web site and marketing materials that highlight living in downtown and city neighborhoods, cultural and park assets, restaurants and food culture.	REV Birmingham; Realtors' association; developers	Short term and ongoing	Staff time; sponsorships; advertising	7.18

CHAPTER 7—NEIGHBORHOODS, HISTORIC PRESERVATION AND HOUSING

Short-term action (2013–2016) Medium-term action (2017–2023) Long-term action (2023–2033)

GOAL	WHAT	HOW	WHO	WHEN	RESOURCES	SEE PAGE
		3. Create a program, materials and regular events to work with realtors and with major employers such as the health care industry, higher education, financial services, and others to market the city as a place to live so that employees new to the region are not “steered” away from living in the city.	REV Birmingham; Office of Economic Development; Birmingham Association of Realtors; major employers	Short term and ongoing	Staff time; business contributions	7.18
		4. Create a program of volunteer residents willing to be city “ambassadors” to talk to potential new residents.	Mayor’s Office; City Council; Neighborhood Associations	Short term	Volunteer time	7.18
<b>4. The Citizen Participation Plan continues to serve residents and the City well.</b>	A. Modernize the Citizen Participation Plan system.	1. In collaboration with residents, review and adjust Neighborhood Association and Community boundaries to reflect changing demographics, physical conditions, and city finances.	Community Development Department; Mayor’s Office for Citizen Assistance; Neighborhoods/Communities,	Medium term	Staff time; residents; Citizens Advisory Board	7.19
		2. Explore and analyze citizen participation systems in other cities to identify best practices suitable to Birmingham.	Community Development Department; Mayor’s Office for Citizen Assistance; Neighborhoods/Communities,	Medium term	Staff time; Citizen Advisory Board	7.19
		3. Create a “Capacity College” for neighborhood groups and nonprofits.	REV Birmingham; United Way; Grant Office	Medium term	Staff time; grants	7.20
<b>5. The integrity and character of distinctive historic structures and districts is maintained and enhanced.</b>	A. Create a community-based, comprehensive citywide Historic Preservation Plan informed by a broad range of constituencies and interests.	1. Develop a community-based, 21st-century Historic Preservation Plan for Birmingham.	Historic Preservation Commission and staff; consultant; Birmingham Historical Society	Medium term	Staff time; consultant time; general fund resources	7.21

## CHAPTER 7—NEIGHBORHOODS, HISTORIC PRESERVATION AND HOUSING

<div> <div>Short-term action (2013–2016)</div> <div>Medium-term action (2017–2023)</div> <div>Long-term action (2023–2033)</div> </div>						
GOAL	WHAT	HOW	WHO	WHEN	RESOURCES	SEE PAGE
		2. Identify priority properties for preservation by means of a rating system.	Historic Preservation Commission and staff; Birmingham Historical Society; consultant	Medium term	Staff time; consultant time; general fund; grants	7.21
	B. Raise public awareness for residents and visitors of all aspects of Birmingham's historic heritage.	1. Tell Birmingham's story by creating new historic interpretation activities, such as heritage walking trails, historic signs/markers, and a Magic City History website with downloadable podcasts to include lesser-known heritage...and history.	Historic Preservation Planner; University community; Birmingham Historical Society; Convention and Visitors' Bureau	Medium term	Staff time; consultant or volunteers; fund by advertising	7.22
<b>6. Historic preservation initiatives support and invigorate community/neighborhood renewal.</b>	A. Promote rehabilitation of historic properties with incentives.	1. Provide a tax credit or abatement for residential historic restoration activities in National Register Districts and in areas targeted for strategic revitalization (Strategic Opportunity Area).	Mayor; Jefferson County Delegation; PEP; Historic B & B Regulations	Medium term	Staff time; tax incentives	7.22
	B. Consider creating Neighborhood Conservation Districts.	1. Enact an ordinance establishing a system for creation and implementation of Neighborhood Conservation Districts.	Historic Preservation Planner; Historic Preservation Commission; Neighborhood Associations; Planning Commission; City Council	Medium term	Staff time	7.23
	C. Provide guidance on affordable building materials and components that are appropriate for houses with historic value.	1. Create a guidance document for the most common historic building types in Birmingham that includes information on appropriate and affordable options for rehabilitation and renovation.	Historic Preservation Planner; Urban Design/PEP	Short term	Staff time	7.23

## CHAPTER 7—NEIGHBORHOODS, HISTORIC PRESERVATION AND HOUSING

<div> <div>Short-term action (2013–2016)</div> <div>Medium-term action (2017–2023)</div> <div>Long-term action (2023–2033)</div> </div>						
GOAL	WHAT	HOW	WHO	WHEN	RESOURCES	SEE PAGE
	D. Promote salvage of architectural elements and materials from historic buildings in major renovations or demolitions.	1. Include architectural salvage as an element of renovations or demolitions in projects to which the City contributes through tax abatements or other means.	Historic Preservation Planner; dealers such as Southern Accents Antiques, Architectural Antique Warehouse, Rescued Relics	Short term	Staff time	7.24
<b>7. A comprehensive housing policy to support quality neighborhoods.</b>	A. Create a publicly-accessible source of data on housing markets and housing needs as part of a broader property information system.	1. Commission a detailed real estate market study of the entire city to identify market conditions on as fine-grained a level as possible, ideally using census block groups.	Mayor; Office of Economic Development; Planning/PEP; Community Development	Short term	General fund; grants; CDBG; The Reinvestment Fund (TRF)	7.26
	B. Create a Housing Policy Advisory Council.	1. Organize a Housing Policy Advisory Council to be staffed by the Community Development Department and the Planning Division of PEP.	Community Development Department; Planning/PEP	Short term	Staff time	7.27
		2. Focus a portion of the City's CDBG and HOME funds on the Strategic Opportunity Areas.	Mayor; Community Development Dept.	Short term	Staff time	7.27
	C. Maintain and expand market rate housing choices.	1. Work with Neighborhood Associations to support services and conditions in stable neighborhoods so that their housing markets continue strong.	Mayor's Office for Citizen Assistance; PEP; capital planning; City Engineer	Short term and ongoing	Staff time; bond funding for improvements	7.27

## CHAPTER 7—NEIGHBORHOODS, HISTORIC PRESERVATION AND HOUSING

<div> <div>Short-term action (2013–2016)</div> <div>Medium-term action (2017–2023)</div> <div>Long-term action (2023–2033)</div> </div>						
GOAL	WHAT	HOW	WHO	WHEN	RESOURCES	SEE PAGE
		2. Identify niche market segments, such as retirees and Millennials/Generation Y, prepare marketing materials, approach potential appropriate developers and market the city to these segments.	Office of Economic Development; Planning/PEP; Community Development Department; REV Birmingham; realtor	Short term and ongoing	Staff time; developers	7.27
		3. Develop a revolving loan program with design guidelines for small developers to do infill renovation and new construction in neighborhoods with attractive housing stock and nearby amenities.	Office of Economic Development; Community Development Department; local banks	Short term	Staff time; local banks	7.28
	D. Coordinate public sector capacity in housing policy implementation and build nonprofit sector capacity in housing production.	1. Create a public sector subcommittee of the Housing Policy Advisory Council.	Housing Authority of Birmingham District; PEP; Community Development Dept.; Birmingham HUD representative,	Short term and ongoing	Staff time	7.28
		2. Seek grant or foundation funding for a fund to support capacity building and training for nonprofit organizations in the housing sector.	Mayor's Office; Grant Department; SEEDCO; local nonprofits	Short term	Staff time; technical assistance from HUD Capacity Building program intermediaries	7.28
	E. Encourage the development of homeless prevention programs, foreclosure assistance, and supportive and transitional housing for residents who are at risk of homelessness and/or are living in substandard housing.	1. Continue implementation of the Birmingham Continuum of Care program and Ten Year Plan to end homelessness.	Mayor's Office; Community Development Dept.; One Roof	Short term and ongoing	Staff time; HUD McKinney grants	7.29



CHAPTER 7—NEIGHBORHOODS, HISTORIC PRESERVATION AND HOUSING

<div> <div>Short-term action (2013–2016)</div> <div>Medium-term action (2017–2023)</div> <div>Long-term action (2023–2033)</div> </div>						
GOAL	WHAT	HOW	WHO	WHEN	RESOURCES	SEE PAGE
<b>8. All housing is in good condition and code compliant.</b>	A. Establish systems to support and coordinate code enforcement and other quality of life regulations.	1. Create a single code enforcement division for both residential and nonresidential code enforcement and seek advice on reforming the system to work better for the community and to be more cost-efficient.	Mayor's Office; Code Enforcement Staff	Short term	Staff time; seek information from Baltimore and New Orleans	7.30
		2. Include code enforcement, public safety, and public health information on the property level in the property information system recommended in Chapter 8, Strategy A.1.	Mayor's Office; GIS; Information Services	Medium term	Staff time	7.30
		3. Establish a registration and inspection system for rental properties.	Mayor's Office; City Council; Legal Dept.; PEP	Medium term	Staff time	7.30
		4. Consider creating a ticketing system with fines for quality-of-life offenses such as littering and illegal dumping, storage of junk cars, lack of mowing, and noise.	Mayor's Office; City Council; Environmental Police; Code Enforcement	Short term	Staff time	7.30
<b>9. Quality housing to meet the diverse needs of households at all income levels and all stages of the life cycle.</b>	A. Review and revise regulations to ensure appropriate standards and guidelines for fitting new housing into existing neighborhoods.	1. Make appropriate changes to the zoning code and the permitting process to ensure that all projects that have public financing or other assistance are reviewed by the Planning Division urban design staff for urban design and fit.	Mayor's Office; City Council; PEP; Community Development	Short term	Staff time	7.31
	B. Explore employer-assisted housing programs with major employers.	1. Explore employer-assisted housing options targeted at city neighborhoods with Birmingham's major employers.	Mayor's Office; UAB; St. Vincent Hospital; Princeton Baptist Hospital; Birmingham-Southern College; other major employers	Medium term	Staff time; employer resources	7.32

## CHAPTER 8—COMMUNITY RENEWAL

<div> <div>Short-term action (2013–2016)</div> <div>Medium-term action (2017–2023)</div> <div>Long-term action (2023–2033)</div> </div>						
GOAL	WHAT	HOW	WHO	WHEN	RESOURCES	SEE PAGE
<b>1. Blight is substantially eliminated in Birmingham neighborhoods over 20 years.</b>	A. Create a comprehensive property and neighborhood information system.	1. Develop the information system by building on the existing GIS and assessor's property databases and integrating the market value analysis system recommended in Chapter 7, p. 7.26.	Mayor's Office; GIS; Information Services; Jefferson County Assessor; university partners	Short term and ongoing	Staff time; bond funding for software; general fund for operations; or partner with a university	8.9
		2. Establish and maintain an inventory of all vacant sites that are identified brownfield sites and likely brownfield sites and integrate it into the property information system.	Mayor's Office of Economic Development; GIS Department; Information Services	Short term	Staff time	8.10
	B. Designate a position responsible to the Mayor with the authority and responsibility to coordinate and organize the blight eradication activities of all relevant city agencies.	1. Designate a Director, responsible to the Mayor, to take charge of anti-blight activities.	Mayor's Office	Short term	Center for Community Progress; new or reassigned salary line	8.10
		2. Establish a vacant property registration ordinance and a regular cycle of vacant building inspections.	Mayor's Office; City Council; PEP	Short term	Fee to support cost of inspections.	8.10
		3. Develop a review process and criteria for demolition of properties by government entities.	Proposed anti-blight Director	Medium term	Staff time	8.10
	C. Develop and implement a strategy to prevent abandonment of properties.	1. Identify at-risk properties.	PEP; Community Development; Environmental Police	Short term	Staff time	8.11
		2. Develop and use strong partnerships.	PEP; Community Development Dept; neighborhood associations; social service providers; nonprofit housing developers; realtors; private lenders	Short term and ongoing	Staff time	8.11

## CHAPTER 8—COMMUNITY RENEWAL

**Short-term action (2013–2016)**

**Medium-term action (2017–2023)**

**Long-term action (2023–2033)**

GOAL	WHAT	HOW	WHO	WHEN	RESOURCES	SEE PAGE
		3. Make general community improvements.	Mayor's office; capital projects; city departments	Short term and ongoing	Bond funding.	8.11
		4. Improve code-enforcement activities.	See Chapter 7, p. 7.30.			8.11
	D. Develop a system and/or seek legislative authority to expedite procedures for site control of blighted and vacant properties and for quiet title.	1. Enact an ordinance to allow the City to purchase properties from the state land bank.	Mayor's Office; City Council; Legal Dept.; Planning/PEP	Short term	Staff time	8.11
		2. Explore the potential for community land trusts as an interim or long-term mechanism for site control, management of vacant land, and provision of affordable housing.	Community Development Department; proposed Redevelopment Authority; nonprofits	Medium term	Staff time	8.11
<b>2. An organization with professional leadership and adequate staff and funding focuses on land banking, land assembly and redevelopment.</b>	A. Create a citywide redevelopment entity for Birmingham and a municipal land bank.	1. Consult national experts about best options for Birmingham, identify if existing redevelopment entities enabled by state law can be bundled to act as a redevelopment authority, or seek state legislation to enable a City of Birmingham Redevelopment Authority.	Mayor's Office; Jefferson County Legislative Delegation	Short term	Staff time; Center for Community Progress	8.14
		2. Consult national experts about best options as the city develops a Local Municipal Land Bank for Birmingham.				8.14
<b>3. Strategic and comprehensive redevelopment with critical mass creates visible self-sustaining communities and neighborhoods of choice.</b>	A. Organize and hold a Birmingham Neighborhood Futures Conference soon after adoption of the Comprehensive Plan.	1. Identify a lead organizer and create a committee to organize and fund the conference.	City of Birmingham, BBA, Community Foundation, the United Way, the Housing Authority, UAB, other colleges, universities, major institutions & corporations	Short term	Staff time; seek sponsorships for conference expenses; see Appendix for potential speakers	8.15

## CHAPTER 8—COMMUNITY RENEWAL

<div> <div>Short-term action (2013–2016)</div> <div>Medium-term action (2017–2023)</div> <div>Long-term action (2023–2033)</div> </div>						
GOAL	WHAT	HOW	WHO	WHEN	RESOURCES	SEE PAGE
	B. Develop and implement a set of public criteria to evaluate potential Strategic Opportunity Areas.	1. Review the preliminary identification of potential urban villages and Strategic Opportunity Areas in the comprehensive plan.	Planning/PEP; RCPGB; Transit Authority	Short term	Staff time	8.15
	C. Establish an arts and culture revitalization strategy at selected locations.	1. Establish incentives for artists and developers to rehabilitate buildings for artist live/work space in defined areas.	REV Birmingham; Cultural Alliance; Planning/PEP; Mayor's Office; Office of Economic Development; City Council	Short term	Staff time; tax incentives; low-cost housing for rehab	8.16
	D. Coordinate public, nonprofit and for-profit investments with social services and workforce development in Strategic Opportunity Areas.	1. For every urban village or Strategic Opportunity Area, convene a group representing service providers, the public school or schools in the area, and workforce development providers.	Planning/PEP; Community Development Dept; Office of Economic Development; United Way	Short term	Staff time	8.18
	E. Develop and implement neighborhood-based green systems interventions to transform vacant land into community assets.	1. Identify opportunities for vacant land greening, first in Strategic Opportunity Neighborhoods as an example and incorporate them into the implementation of plans for these neighborhoods.	Planning/PEP; City Engineer; proposed Redevelopment Authority	Medium term	Staff time; acquisition of vacant tax delinquent properties	8.18
		2. Create a Birmingham-focused pattern book on green systems in vacant lands, similar to the one created in Cleveland, for use by neighborhood and community groups.	Planning/PEP; proposed Redevelopment Authority; Grant Office	Short term	Staff time; Community Foundation; Surdna Foundation	8.18
	F. Create a welcoming environment for urban agriculture.	1. Amend zoning, as necessary, to allow urban agriculture.	Planning/PEP; Planning Commission; City Council	Short term	Staff time	8.19

## CHAPTER 8—COMMUNITY RENEWAL

Short-term action (2013–2016) Medium-term action (2017–2023) Long-term action (2023–2033)

GOAL	WHAT	HOW	WHO	WHEN	RESOURCES	SEE PAGE
		2. Provide for permanent neighborhood community garden spaces.	Jefferson County Health Action Partnership; Proposed Redevelopment Authority; nonprofit sponsors	Medium term	Donation of government-agency controlled lots; seed grants for acquisition by nonprofit sponsors	8.19
		3. Explore the idea of creating an Urban Agriculture Pilot District in Ensley.	Office of Economic Development; Grants Office; UAB Sustainable Smart Cities Research Center; Birmingham-Jefferson County Food Policy Council	Short term	Surdna Foundation-Strong Local Economies Program	8.19
	G. Ensure that regulations allow for a variety of new housing configurations while conforming to appropriate urban design standards.	1. Amend regulations to provide for the creation of cottage neighborhoods	Planning/PEP; Planning Commission; City Council	Short term	Staff time	8.19
		2. Provide for conservation subdivisions in the zoning ordinance.	Planning/PEP; Planning Commission; City Council	Short term	Staff time	8.20

## CHAPTER 9—GROWING ECONOMIC BASE INDUSTRIES

<div> <div>Short-term action (2013–2016)</div> <div>Medium-term action (2017–2023)</div> <div>Long-term action (2023–2033)</div> </div>						
GOAL	WHAT	HOW	WHO	WHEN	RESOURCES	SEE PAGE
<b>1. <i>Birmingham has a diversified, knowledge-driven economy, anchored by established and emerging industry sectors, built on the city's competitive strengths, and providing job opportunities in a range of occupations and skill levels.</i></b>	A. Maintain and enhance Birmingham's position as a regional medical center with select top-tier specializations.	1. Incorporate the health care industry into local and regional marketing programs.	Office of Economic Development; BBA; UAB medical school and hospitals; private sector hospitals	Short term	BBA marketing; UAB recruitment; NIH and other research funding	9.6
		2. Support increases in local life sciences research.	UAB; SRI: University Hospital	Short term and ongoing	NIH and other research funding	9.6
		3. Ensure timely local review and approval of health care facility Master Plans.	Planning/PEP; Planning Commission	Short term and ongoing	Staff time	9.7
	B. Promote the growth of advanced manufacturing, particularly related to specialty fabricated metals, composites, and automotive products.	1. Promote expansion of UAB's School of Engineering with a focus on specialties aligned with local and regional manufacturing industry needs.	UAB School of Engineering: local and regional economic development professionals; manufacturing community; other higher ed institutions with engineering disciplines and worker training	Medium term	Grants; fund raising; business support	9.8
		2. Support the development of collaborative engineering projects between Alabama's automotive manufacturers and UAB.	UAB School of Engineering; major automakers and automotive suppliers	Medium term	Grants; fund raising; business support	9.8
		3. Explore the establishment of a center for automotive research at UAB.	UAB School of Engineering	Medium term	Grants; fund raising	9.8
		4. Develop additional industrial parks and other sites suitable for small and mid-size manufacturing operations.	Jefferson County Development Authority; proposed city Redevelopment Authority; Office of Economic Development	Medium term	General fund; bond financing for extending infrastructure	9.9

## CHAPTER 9—GROWING ECONOMIC BASE INDUSTRIES

Short-term action (2013–2016) Medium-term action (2017–2023) Long-term action (2023–2033)

GOAL	WHAT	HOW	WHO	WHEN	RESOURCES	SEE PAGE
	C. Expand tourism by targeting segments in which Birmingham has demonstrated an historically strong position or significant growth potential.	1. Capitalize on development of new sports facilities to expand the sports tourism market.	Convention & Visitors' Bureau; Office of Economic Development; individual sports venues	Short term and ongoing	Sponsorships and advertising	9.11
		2. Continue to develop established markets, including civil rights and other heritage tourism, event tourism, and conventions (e.g., religious, medical, education).	Convention & Visitors' Bureau; Office of Economic Development; individual institutions	Short term and ongoing	Grants; sponsorships and advertising	9.11
		3. Develop additional cultural and entertainment amenities.	Cultural Alliance; Convention & Visitor's Bureau; restaurateurs; theater owners	Medium term	Grants; sponsorships and advertising	9.11
		4. Improve wayfinding and transit services between the convention center, historic sites, cultural amenities and entertainment venues.	See Chapter 11, p. 11.24.			9.11
	D. Position Birmingham as a regional distribution center, leveraging transportation infrastructure improvements and multimodal options.	1. Ensure timely completion of transportation infrastructure that supports regional distribution.	See Chapter 12, p. 12.50.			9.13
		2. Promote the development of international air cargo service at Birmingham-Shuttlesworth Airport.	BBA	Short term	BBA advocacy	9.13
		3. Prepare and market sites with close proximity to transportation infrastructure.	Jefferson County Development Authority; Office of Economic Development	Medium term	Grants; bond financing for infrastructure and site preparation	9.13



## CHAPTER 9—GROWING ECONOMIC BASE INDUSTRIES

Short-term action (2013–2016)

Medium-term action (2017–2023)

Long-term action (2023–2033)

GOAL	WHAT	HOW	WHO	WHEN	RESOURCES	SEE PAGE
	E. Make the financial services industry a target of recruitment, retention and expansion efforts, in collaboration with the BBA's regional efforts.	1. Create a tailored program to support continued location of the financial industry in the City of Birmingham.	Office of Economic Development; BBA	Medium term	General fund; business sponsorship	9.14
	F. Solidify and expand Birmingham's role as a major life sciences research center.	1. Advocate for increased state investments in the state's research universities.	Mayor's Office; BBA; UAB; SRI; local civic and business leaders; Jefferson County Legislative Delegation	Short term	Advocacy on the state level	9.16
		2. Promote increased local philanthropic investment in local life sciences research.	Mayor's Office; UAB; SRI;	Short term and ongoing	Staff time	9.16
		3. Establish an innovation fund to support researchers developing technologies with commercialization potential.	Mayor's Office; City Council; BBA; UAB; SRI; local civic and business leaders	Short term	Reactivation of the Alabama Innovation Fund; local fund with government and business contributions	9.16
		4. Work toward timely implementation of the UAB Master Plan consistent with city planning objectives.	Planning/PEP; UAB	Short term and ongoing	Staff time	9.17
		5. Market the city as a location for other research centers.	Office of Economic Development; BBA	Short term and ongoing	Staff time	9.17
	G. Capitalize on Birmingham's research base to develop a life sciences industry cluster.	1. Develop a public-private partnership to fund technology commercialization.	Mayor's Office; City Council; BBA; UAB; SRI; local civic and business leaders		Alabama Innovation Fund (reactivation); local fund with government and business contribution	9.18
		2. Create incentives designed to foster the development of multitenant facilities suitable for early-stage firms, with an initial focus on the Entrepreneurial District.	REV Birmingham; Planning/PEP; proposed Redevelopment Authority	Short term	Staff time; tax abatements	9.18

## CHAPTER 9—GROWING ECONOMIC BASE INDUSTRIES

Short-term action (2013–2016)
Medium-term action (2017–2023)
Long-term action (2023–2033)

GOAL	WHAT	HOW	WHO	WHEN	RESOURCES	SEE PAGE
		3. Develop initiatives to attract entrepreneurs in the life sciences to Birmingham to form new companies.	REV Birmingham; Office of Economic Development; BBA	Short term and ongoing	Staff time; conferences with sponsorships; tax abatements	9.19
	H. Develop targeted niches in digital information and media, particularly in bioinformatics and other technologies related to the medical field.		See Strategy G Actions above.	See Strategy G Actions above.	See Strategy G Actions above.	9.20
<b>2. The city and its government that are focused on economic development.</b>	A. Create and maintain an award-winning educational system, both in the pre-K to 12 system and in higher education.	1. The city must provide leadership for the City School System.				9.20
		2. Work with higher education to deliver an education to the City's adults.				9.20
	B. Ensure that the City's workforce development programs meet the needs of its citizens as well as current and future employees.	1. For more see Chapter 10, pp. 10.9–10.13				9.20
	C. Catalogue available sites for expanding and new businesses.	1. Develop a database of sites for new businesses.				9.20
		2. Assist with obtaining EPA grants for development sites with some level of pollution that must be remediated.				9.20
	D. Be active in State economic development efforts.	1. Advocate for economic development policies that will help Birmingham.				9.21
		2. Participate in the economic development process.				9.21

CHAPTER 9—GROWING ECONOMIC BASE INDUSTRIES						
<div>Short-term action (2013–2016)</div> <div>Medium-term action (2017–2023)</div> <div>Long-term action (2023–2033)</div>						
GOAL	WHAT	HOW	WHO	WHEN	RESOURCES	SEE PAGE
	E. Work collaboratively to increase employment.	1. Build networks of pre-existing resources to increase economic development successes.	BBA, Economic Development Partnership of Alabama, UAB, JCEIDA, APCO, Alabama Department of Commerce			9.21

CHAPTER 10—REINFORCING THE BUILDING BLOCKS OF THE ECONOMY

Short-term action (2013–2016) Medium-term action (2017–2023) Long-term action (2023–2033)

GOAL	WHAT	HOW	WHO	WHEN	RESOURCES	SEE PAGE
<b>1. All students graduate from high school prepared for post-secondary education.</b>	A. Support the preschool and P–12 school system to ensure that all students graduate from high school with the basic skills and competencies needed to obtain a post-secondary credential.	1. Complete the initiatives developed by the Birmingham Education Foundation in collaboration with the Birmingham City Schools.	School Superintendent, Education Foundation, the business and higher education communities	Medium term	Private fund-raising.	10.7
		2. Develop an early childhood education initiative that serves all pre-K students with public, philanthropic, and business support.	Community Foundation; United Way Success by Six; business community; Alabama School Readiness Alliance	Short term	Local business and foundation funds to leverage national foundation (e.g. Kellogg Foundation) and/or federal funding.	10.8
		3. Develop a program to train parents on enhancing the education of their children.				10.8
	B. Support high-quality career education and work experience programs for every student through engagement with the P–12 school system.	1. Establish a business-school partnership that fully engages the skills and capacities of the business community in providing career exploration opportunities, contributing to curriculum development, and advising on management practices.	Education Foundation; business community; Partners in Education; BCS	Short term	Private fund-raising.	10.8
		2. Strengthen public school-higher education partnerships.	Lawson State; Jefferson State; UAB's Center for Community Outreach Development, Center for Urban Education, and Center for Educational Accountability; BCS	Medium term	foundation and federal funds for innovative programs	10.8

## CHAPTER 10—REINFORCING THE BUILDING BLOCKS OF THE ECONOMY

<div> <div>Short-term action (2013–2016)</div> <div>Medium-term action (2017–2023)</div> <div>Long-term action (2023–2033)</div> </div>						
GOAL	WHAT	HOW	WHO	WHEN	RESOURCES	SEE PAGE
<b>2. A workforce development system that is well-coordinated, user-friendly, adaptable, and responsive to both job seekers and employer.</b>	A. Strengthen post-secondary education and adult workforce development systems and more closely align and coordinate elements of the system to enable workers to develop and update career skills to obtain living-wage jobs and meet employer needs for high-quality workers.	1. Establish a workforce development collaborative that brings the business community, local community colleges and other workforce development service providers together to improve coordination, provide more efficient and accessible services, and identify and fill service gaps.	Region 4 Workforce Development Council; Jefferson County WIB; Career Centers-Community Colleges; adult basic education providers; employers; Office of Economic Development.	Short term	Staff time	10.11
		2. Integrate adult basic education and career training services.	Community colleges; career training providers; adult education providers	Medium term	Staff time	10.12
		3. Develop sector-focused training initiatives.	Employers; career training providers	Short term	Employer sponsorship	10.12
		4. Develop local funding initiatives to compensate for significant cuts in federal workforce development funding.	Proposed Jefferson County Workforce Development Collaborative	Short term	Foundation grants; local employer funding.	10.13
<b>3. Supportive services are in place to assist workers in achieving career success.</b>	A. Expand and improve services essential to supporting employment, notably transportation and child care.	1. Develop initiatives to reverse the decline in licensed child care providers and improve the quality of pre-school programs.	Alabama School Readiness Alliance; United Way Success by Six; Community Foundation; business community	Short term	Business community; foundation funding	10.14
		2. Develop transit services that serve the commuting corridors most heavily utilized by Birmingham residents.	See Chapter 12, pp.12.33–12.33.			10.14
<b>4. A strong entrepreneurial environment supports new business ventures and small business growth.</b>	A. Strategically invest in initiatives to strengthen the entrepreneurial “ecosystem” that attracts and retains talented entrepreneurs.	1. Develop initiatives to attract entrepreneurs to Birmingham to form new companies.	Office of Economic Development; BBA; Innovation Depot; UAB	Short term	Staff time; business organizations	10.16

CHAPTER 10—REINFORCING THE BUILDING BLOCKS OF THE ECONOMY

Short-term action (2013–2016) Medium-term action (2017–2023) Long-term action (2023–2033)

GOAL	WHAT	HOW	WHO	WHEN	RESOURCES	SEE PAGE
		2. Develop a master plan for the downtown Entrepreneurial District.	REV Birmingham; PEP			10.16
		3. Include City participation in the public-private partnerships to support local technology commercialization.	See Chapter 9, pp. 9.20.			10.161
<b>5. Opportunities exist for all residents with entrepreneurial skills and talents to develop successful businesses.</b>	A. Strengthen the network of entrepreneurial education and business assistance programs.	1. Increase university engagement with the Birmingham Small Business Development Center, under the auspices of the Alabama SBDC Network.	Alabama Small Business Development Center Network; higher education institutions	Short term	Higher education supports	10.18
		2. Establish a micro-business program to provide small-scale financing and technical assistance to businesses with 0-5 employees.	Office of Economic Development	Short term	ACCION Texas Alabama; Seedco Financial	10.19
		3. Implement the Birmingham Business Alliance Blueprint Birmingham plan to improve coordination of regional small business services.	Birmingham Regional Enterprise Council	Short term	BBA	10.19
	B. Strengthen and more effectively coordinate assistance for minority, woman, and disadvantaged businesses seeking access to government and corporate procurement opportunities.	1. Establish a minority business accelerator	Office of Economic Development; Birmingham Construction Industry Authority; BBA	Short term	Alabama Minority Business Opportunity Center; South Regions Minority Suppliers Development Council; Seedco Financial; BBA	10.19
		2. Capitalize a public-private working capital fund to provide short-term contract financing.	Mayor's Office; Seedco Financial	Short term	Revolving loan fund	10.20

## CHAPTER 10—REINFORCING THE BUILDING BLOCKS OF THE ECONOMY

Short-term action (2013–2016)    Medium-term action (2017–2023)    Long-term action (2023–2033)

GOAL	WHAT	HOW	WHO	WHEN	RESOURCES	SEE PAGE
<b>6. The City of Birmingham is a community of choice for highly-skilled entrepreneurs and professional workers.</b>	A. Develop new initiatives that focus on retention of local college graduates.	1. Expand contacts between the business community and local college students through internship, mentoring, and networking opportunities.	Office of Economic Development; BBA; local higher education institutions	Short term	Business and higher education funding	10.20
		2. Develop an incentive program to encourage graduating students to stay in the City of Birmingham	Mayor's Office; City Council	Medium term	Partial tuition rebates; student loan deferrals; urban homesteading grants or tax abatements	10.21
	B. Target marketing of Birmingham's assets and positive qualities to young adults.	1. Develop a marketing campaign targeted to young professionals using frequently updated social media and internet-based platforms, highlighting the City of Birmingham's employment, cultural, social, entertainment, and service opportunities.	REV; Young Professionals Organization	Short term	Staff time; business sponsorships and advertising	10.21
	C. Create downtown and neighborhood environments that are attractive places to live, work, and play.	1. Consider the lifestyle preferences of young professionals in housing, urban design, transportation, and recreation planning, particularly with respect to downtown and adjacent neighborhoods.	See Chapter 11, pp.11.16–11.18.			10.21
		2. Improve quality of life through investments in education, arts and culture, and recreation.	See Chapter 11, pp.11.18–11.20.			10.21



CHAPTER 10—REINFORCING THE BUILDING BLOCKS OF THE ECONOMY

Short-term action (2013–2016) Medium-term action (2017–2023) Long-term action (2023–2033)

GOAL	WHAT	HOW	WHO	WHEN	RESOURCES	SEE PAGE
<b>7. Government policies, programs and processes related to business are efficient, fair and transparent.</b>	A. Streamline, simplify, and make more transparent business regulatory, development permitting and procurement processes.	1. Establish procedures to make city interactions with businesses, including licensing, permitting and procurement, more user-friendly.	Mayor's Office	Short term	Staff time: Interdepartmental task force	10.22
		2. Improve the City's website to make business-related information more accessible and user-friendly.	Office of Public Information; Office of Economic Development	Short term	Staff time	10.23
	B. Develop clearer criteria for city assistance to businesses through incentives and financing, with a focus on supporting catalytic investments.	1. Develop a more targeted incentive program with clearer criteria for incentive award.	Mayor's Office; Office of Economic Development	Short term	Staff time	10.23
	C. Improve responsiveness of local government to business issues and concerns.	1. Expand the city's business retention and expansion program.	Office of Economic Development; BBA; REV	Medium term	Staff time	10.23
		2. Conduct a business environment study.	Office of Economic Development; consultant	Short term	General fund	10.24
<b>8. Vacant industrial sites and buildings are prepared for new uses consistent with shifts in the city's economic base.</b>	A. Work in partnership with private landowners to develop reuse plans and secure needed funding for site preparation and property investments.	1. Develop an inventory of vacant and underutilized commercial and industrial buildings and sites, including brownfields sites.	Office of Economic Development; Information Services and GIS; consultant	Medium term	General fund	10.25
		2. Conduct a market study to assess the level and nature of demand for commercial and industrial property within the city.	Office of Economic Development; consultant	Short term	General fund	10.25
		3. Establish a citywide redevelopment authority, and land bank, or similar entity	See Chapter 8, pp. 8.12–8.13.			10.25
		4. Target priority sites for public infrastructure improvements.	Mayor's Office; Office of Economic Development; REV; Planning/PEP;	Short term and ongoing	Staff time; bond financing	10.25

## CHAPTER 10—REINFORCING THE BUILDING BLOCKS OF THE ECONOMY

<div> <div>Short-term action (2013–2016)</div> <div>Medium-term action (2017–2023)</div> <div>Long-term action (2023–2033)</div> </div>						
GOAL	WHAT	HOW	WHO	WHEN	RESOURCES	SEE PAGE
<b>9. Modern infrastructure meets business needs at a competitive cost.</b>	A. Promote needed investments by public utilities in energy and telecommunications infrastructure.	1. Continue relationships with public utilities, telecommunications providers and industry representatives to identify emerging needs.	Mayor's Office; utilities	Short term and ongoing	Staff time	10.26
	B. Complete transportation improvements that position the Birmingham region as a Southeast regional distribution center.	1. Develop transportation infrastructure to support the expansion of the distribution sector.	See Chapter 12, pp. 12.43–12.44.			10.26
		2. Collaborate with the RPCGB/MPO to develop a freight transportation improvement plan	See Chapter 12, p. 12.44.			10.26
	C. Improve transit options for local commuters, particularly those in low-income neighborhoods.	1. Develop a dedicated transit funding source to support improved public transit services between city neighborhoods and local and regional employment centers.	See Chapter 12, pp. 12.38–12.42.			10.26

CHAPTER 11—SUSTAINING DOWNTOWN

Short-term action (2013–2016) Medium-term action (2017–2023) Long-term action (2023–2033)

GOAL	WHAT	HOW	WHO	WHEN	RESOURCES	SEE PAGE
<b>1. Downtown is a thriving, mixed-use center of business, employment, institutions, and government.</b>	A. Develop a marketing program targeted to industries for which downtown is already well positioned or which have demonstrated growth potential.	1. Target marketing and recruitment efforts to industries such as health care, life sciences, digital information and media, professional services (particularly legal), and tourism/hospitality.	REV; Office of Economic Development	Short term and ongoing	General fund	11.11
		2. Make improvements in the Entrepreneurial District to support new business uses in that area.	REV; Mayor's Office; City Council; PEP	Short term	Bond financing	11.11
		3. Continue and enhance regular surveys of Innovation Depot and other startup firms' needs to encourage them to stay in downtown Birmingham.	REV; Office of Economic Development; Innovation Depot	Short term and ongoing	Staff time	11.11
	B. Create a plan for the Entrepreneurial District.	1. Create a vision for a mixed use district.	REV; businesses; property owners; Innovation Depot; other stakeholders	Short term	Staff time; business funding	11.15
		2. Create a program to prepare existing buildings and sites for new uses.	REV; proposed Redevelopment Authority; property owners	Short term and ongoing	Staff time; acquisition of properties; tax abatements for improvements; marketing assistance to owners	11.15
		3. Create a database of properties and owners, and provide assistance in creating ready sites that are affordable to start up and early stage companies.	REV; Information Services and GIS Departments; Office of Economic Development; Innovation Depot	Short term and ongoing	Staff time; tax incentives	11.15
		4. Improve pedestrian and bicycle connections to Railroad Park.	REV; Planning/PEP; Traffic Engineer	Short term and ongoing	Bond financing	11.15
		5. Improve the pedestrian environment in the district.	REV; Planning/PEP; Traffic Engineer	Short term and ongoing	Bond financing	11.15

## CHAPTER 11—SUSTAINING DOWNTOWN

<div> <div>Short-term action (2013–2016)</div> <div>Medium-term action (2017–2023)</div> <div>Long-term action (2023–2033)</div> </div>						
GOAL	WHAT	HOW	WHO	WHEN	RESOURCES	SEE PAGE
		6. Develop a new branding strategy.	Innovation Depot; REV	Medium term	Private fund-raising	11.15
	C. Continue to promote rehabilitation of distinctive historic structures that contribute to the character of downtown.	1. Continue to market the use of tax credits and other incentives for adaptive reuse.	See Chapter 7, pp. 7.20–7.21.			11.16
	D. Develop a program to address concerns about panhandling and similar issues working with CAP, the Police Department, and social services agencies.		REV; CAP; social service agencies; One Roof; Police Department	Short term	Staff time	11.16
<b>2. Downtown is also a neighborhood that people in the city and the region experience as a safe, fun, and exciting place to live.</b>	A. Continue promoting the construction of new housing and adaptive reuse of older buildings for residential use, in order to strengthen downtown as a neighborhood.	1. Survey downtown employees about interest in living downtown and their housing needs.	REV	Short term	REV funds	11.16
		2. Update the downtown residential market study prepared in 2004 by Zimmerman/Volk Associates for the Center City Plan.	Mayor's Office; REV	Short term	City funds; developer contributions	11.16
		3. Work with UAB and the Medical Center on developing housing for faculty and graduate students, employees and other affiliates downtown.	Mayor's Office; REV; Planning/PEP; UAB	Short term	Staff time; university financing	11.17
		4. Complete all phases of the Park Place HOPE VI development.	HABD and development partners	Medium term	Low Income Housing Tax Credits (LIHTC)	11.17

## CHAPTER 11—SUSTAINING DOWNTOWN

Short-term action (2013–2016)
Medium-term action (2017–2023)
Long-term action (2023–2033)

GOAL	WHAT	HOW	WHO	WHEN	RESOURCES	SEE PAGE
		5. Provide gap financing, tax abatements for a specified period, or other incentives to help produce workforce housing and create housing in areas such as the Entrepreneurial District and the Civil Rights District.	Mayor's Office; City Council;	Medium term	CDBG funds; LIHTC; tax abatements	11.17
		6. Promote simple renovation of warehouse and light industrial space into live-work units.	REV; Planning/PEP; Design Review Committee	Medium term	Staff time; developer financing	11.17
	B. Pursue aggressive code enforcement to ensure code compliance.	1. See Chapter 7, p. 7.30 on coordinated code enforcement				11.17
	C. Create a vision and a plan for a mixed-use district in the southeast quadrant of downtown."	1. Create a committee of stakeholders, led by REV, to identify issues and overall goals for an area plan.	REV; property owners; businesses; HABD; residents; UAB; St. Vincent's	Short term	Staff time; Choice Neighborhood Planning Grant	11.17
		2. Prepare a Request for Proposals (RFP) for assistance in preparing the plan.	REV; Planning/PEP	Short term	Staff time; Choice Neighborhood Planning Grant	11.17
	D. Develop a marketing plan for downtown living that focuses on realtors and downtown employers, with specific strategies that target young professionals, new hires by downtown employers, and empty nesters.	1. See Chapter 11, pp. 11.11.	REV; Realtors' Association; major downtown employers	Short term	Sponsorships and advertising	11.17

## CHAPTER 11—SUSTAINING DOWNTOWN

<div> <div>Short-term action (2013–2016)</div> <div>Medium-term action (2017–2023)</div> <div>Long-term action (2023–2033)</div> </div>						
GOAL	WHAT	HOW	WHO	WHEN	RESOURCES	SEE PAGE
<b>3. Downtown has a diverse and contemporary mix of cultural, arts and entertainment venues to make Birmingham a center of southern culture and lifestyle.</b>	A. Extend the mission and accomplishments of the Civil Rights District and Institute to expand tourism, events, and conferences.	1. Make the Civil Rights Institute a center for conferences and events around national and international human rights.	Civil Rights' Institute; Mayor's Office	Medium term	Private fund-raising; foundation grants	11.18
		2. Consider new ways to bring Birmingham's civil rights history to life by updating and expanding digital and interactive resources and programs.	Civil Rights' Institute;	Medium term	Private fund-raising; foundation grants	11.18
		3. Create a strategic plan for the 4th Avenue historic commercial district and Urban Impact, the nonprofit organization that manages it.	REV; Urban Impact; stakeholders; consultant	Short term	Staff time; general fund	11.18
	B. Establish a Contemporary Culture Furnace District in what is today designated by REV Birmingham as the "Parkside/Railroad Park Extension" Focus Area.	1. Convene stakeholders to develop the district concept.	Cultural Alliance; Sloss Furnace; Birmingham Art Museum; Alabama School of Fine Arts; Alabama Jazz Museum; Railroad Park Foundation; businesses and property owners	Medium term	Staff time; grant funding; private sponsorships	11.19
	C. Expedite the revitalization of the Theater District and develop a plan to coordinate events and offerings in the district for maximum impact.	1. Convene a Theater District Working Group to identify opportunities for coordination.	Cultural Alliance; Alabama Theater; Lyric Theater; property owners	Short term	Staff time; private funding	11.19
	D. Develop a marketing plan and events that target existing downtown employees and regional residents to participate in downtown activities after work and on weekends.	1. Launch a program of events and promotions to attract downtown employees and regional residents to downtown.	REV; Cultural Alliance; downtown merchants and restaurateurs	Short term and ongoing	Business sponsorships; advertising	11.20

CHAPTER 11—SUSTAINING DOWNTOWN

Short-term action (2013–2016) Medium-term action (2017–2023) Long-term action (2023–2033)

GOAL	WHAT	HOW	WHO	WHEN	RESOURCES	SEE PAGE
<b>4. Downtown is made up of connected and mutually reinforcing districts.</b>	A. Review and revise downtown zoning to tailor it to the desired results in each district in order to shorten the development approval process.	1. As an example of more targeted zoning, promote redevelopment of the high-value sites with frontage on Railroad Park with relatively dense, high value mixed use projects.	REV; Planning/PEP; property owners; developers	Short term	Staff time; developer financing for projects	11.21
		2. Establish design standards for properties fronting on Railroad Park and within two full blocks of the park on all sides through a new zoning district or a Parkside Overlay District.	REV; Planning and Urban Design/ PEP; RR Park Foundation; Property owners	Short term	Staff time	11.21
	B. Create and implement an enhancement and management plan for Five Points South.	1. Repair and maintain the public realm and provide new signage and wayfinding.	REV; stakeholders; City Engineer; Public Works Dept.; consultant for signage/wayfinding	Short term	Bond financing	11.23
		2. Work with property owners and brokers to recruit new businesses to empty storefronts and restaurants.	REV; property owners; brokers; Five Points Merchants Association	Short term and ongoing	Staff time	11.23
		3. Market the Five Points South attractions to convention goers and baseball fans, and provide transportation options.	Convention and Visitor's Bureau	Short term and ongoing	Bureau funding; advertisements	11.23
		4. Explore expansion of CAP to Five Points South.	REV; CAP; Five Points South Merchant Association	Short term	CAP district funding	11.23
	C. Work closely with UAB to ensure coordinated action to accelerate downtown revitalization, especially in the Parkside and Entrepreneurial Districts.	1. Create a regular meeting process for UAB and the City's Planning Division.	Planning/PEP; UAB Planning	Short term and ongoing	Staff time	11.23



CHAPTER 11—SUSTAINING DOWNTOWN

<div> <div>Short-term action (2013–2016)</div> <div>Medium-term action (2017–2023)</div> <div>Long-term action (2023–2033)</div> </div>						
GOAL	WHAT	HOW	WHO	WHEN	RESOURCES	SEE PAGE
	D. Create and implement a Downtown Connections Plan that includes a combination of streetscape improvements, street tree planting, recruitment of businesses for ground floor vacancies, wayfinding, activities to mitigate vacancies, and improvements to enhance the perception of safety.	2. Establish a system for an annual presentation by UAB on its physical planning and implementation activities to the Birmingham City Planning Commission.	Planning/PEP; UAB Planning; Planning Commission	Short term and ongoing	Staff time	11.23
		1. Identify connectivity needs and focus improvements on these segments.	REV; stakeholders; Urban Design/PEP	Short term	Staff time	11.24
		2. Pursue implementation of the Park to Sloss connection to extend the greenway.	REV; Birmingham Rotary Club	Short term	Private fund-raising	11.24
		3. Design and implement a branding and wayfinding program for downtown and its subdistricts.	REV; consultants	Short term	City resource; business contributions; Convention & Visitors' Bureau	11.24
		4. Design and construct streetscape improvements for important linkage segments.	Urban Design/PEP; REV	Medium term	Bond financing	11.24
		5. Organize temporary uses, artist displays and performances to activate vacant ground floor uses in important linkage areas.	REV; Cultural Alliance	Short term and ongoing	Grant funding	11.24
		6. Consider a One Percent for Art program for downtown improvements to the public realm.	REV; Cultural Alliance; Mayor's Office; City Council	Short term	Staff time	11.24

CHAPTER 11—SUSTAINING DOWNTOWN

Short-term action (2013–2016) Medium-term action (2017–2023) Long-term action (2023–2033)

GOAL	WHAT	HOW	WHO	WHEN	RESOURCES	SEE PAGE
	E. Develop alternatives to the car as the preferred method to travel in downtown.	1. Implement the proposed transit circulator to serve residents, commuters, and visitors or explore the potential of a downtown transportation management association supported by the university, major employers, and entertainment district business associations to provide shuttle transit around downtown, with service available to the public.	Mayor's Office; BJCTA; UAB; Convention & Visitor's Bureau	Short term	Staff time; potential federal funds for equipment; private funds for operations	11.25
		2. Create well-marked bicycle routes and provision for secure bike parking.	REV; Traffic Engineer; Planning/PEP; bicycle advocates	Medium term	Federal transportation funds for appropriate streets; bond financing	11.25
		3. Make pedestrian conditions comfortable and safe in all seasons of the year.	REV; Traffic Engineer; Planning/PEP	Short term	Bond financing for sidewalk and streetscape improvements	11.25
		4. Extend the CAP program to Five Points South and additional parts of downtown as revitalization takes hold and add street beats or a presence of police for enhanced pedestrian safety.	REV; CAP; Police	Short term and ongoing	CAP funding	11.25
	F. Implement the plan for selected two-way streets downtown.	1. See Chapter 12, p. 12.35.				11.26

## CHAPTER 11—SUSTAINING DOWNTOWN

Short-term action (2013–2016) Medium-term action (2017–2023) Long-term action (2023–2033)

GOAL	WHAT	HOW	WHO	WHEN	RESOURCES	SEE PAGE
	G. Ensure that new public buildings, such as a potential police headquarters, or public offices moving to existing buildings are located to promote connectivity and to serve as anchors in downtown districts.	1. See Chapter 7 p. 7.14.				11.26
	H. Advocate with state transportation officials for the rerouting of I-59/I-20 to better link the convention center and new entertainment district with the rest of downtown.	1. See Chapter 12, p. 12.32.				11.26
<b>5. Downtown has a strong leadership organization active in planning, promotion, recruitment, development, and public realm.</b>	A. Develop a financing plan for REV that provides a consistent level of support and ensure that REV can continue to lead downtown if it adds more responsibilities.		REV; Mayor's Office; City Council; Parking Authority	Short term	Parking Authority fees; downtown assessment; catalyst fund with corporate investment	11.26
	B. Change neighborhood association boundaries to reflect residents' identification with downtown as a place.		REV; downtown residents; Citizen Participation Program; City Council	Short term	Staff time	11.27

**CHAPTER 12—GETTING FROM HERE TO THERE: TRANSPORTATION AND MOBILITY**

<div> <div>Short-term actions (2013–2016)</div> <div>Medium-term actions (2017–2023)</div> <div>Long-term actions (2023–2033)</div> </div>						
GOAL	WHAT	HOW	WHO	WHEN	RESOURCES	SEE PAGE
<b>1. Birmingham's transportation systems help to build the City's 21st century economy and a livable urban center of the region.</b>	A. Enhance knowledge among Birmingham's public, private and non-profit sector leadership to achieve Comprehensive Plan goals with supportive transportation-related investment, management, planning and funding decisions.	1. Prepare and document a Peer City Tour by a diverse group of community, advocacy, business and government leaders.	Mayor's Office; BJCTA	Short-term	Business and foundation support	12.24
		2. Create and staff multimodal transportation planning and design competency within City government	Mayor's Office; Traffic Engineer; PEP	Short term and ongoing	General fund	12.25
		3. Support staff participation, training and leadership in national urban transportation research and peer group organizations.	Mayor's Office; Traffic Engineer; Transportation Planner	Short term and ongoing	General fund	12.25
	B. Establish and implement fully integrated systems plans informed by local neighborhood and district experience.	1. Adopt a plan establishing Mode Priority Streets for truck, transit and bicycle routing to guide public and private improvements to City streets as a means to implement the Planning Commission's Complete Streets Policy Resolution.	Traffic Engineer; Planning/PEP; Transportation Planner; Planning Commission	Medium term	Staff time	12.26
		2. Prepare a Citywide Transportation Plan that updates the Mode Priority Streets Plan to fully integrate current plans for transit, greenways and bicycling routes, and freight routes.	Mayor's Office; Traffic Engineer; PEP; MPO; BJCTA	Medium term	Staff time	12.26

CHAPTER 12—GETTING FROM HERE TO THERE: TRANSPORTATION AND MOBILITY

<div> <div>Short-term actions (2013–2016)</div> <div>Medium-term actions (2017–2023)</div> <div>Long-term actions (2023–2033)</div> </div>						
GOAL	WHAT	HOW	WHO	WHEN	RESOURCES	SEE PAGE
		3. Fine-tune and coordinate separately planned general traffic, truck, bicycle, transit and pedestrian routing needs as part of the Framework Plans for each of Birmingham's 23 Communities.	Planning/PEP; Traffic Engineer; Communities	Medium term	Staff time	12.29
		4. Review existing approved and funded transportation projects for consistency with the Comprehensive Plan, City Transportation Plan, incorporating the Mode Priority Plan and Sidewalk Plan, and strategic needs.	PEP; MPO	Medium term	Staff time	12.29
	C. Continue to expand and support the introduction of state-of-the-practice transportation analysis and planning compatible with successful cities.	1. Develop and use Multi-Modal Level of Service (MMLOS) standards for all improvements under consideration.	Traffic Engineer; PEP; RPCGB	Short term	Staff time	12.31
		2. Establish performance measures and track progress on key indicators of plan progress.	Planning/PEP; Traffic Engineer	Short term	Staff time	12.31
	D. Leverage agency partnerships to advance Birmingham's transportation priorities with program and technical support.	1. Partner with ALDOT during the planning and design of interstate and state highway projects to reduce interstate highway impacts and improve local street connectivity, especially downtown.	Mayor's Office; Transportation Engineer; Planning/PEP; MPO	Short term and ongoing	Staff time	12.32

CHAPTER 12—GETTING FROM HERE TO THERE: TRANSPORTATION AND MOBILITY

Short-term actions (2013–2016) Medium-term actions (2017–2023) Long-term actions (2023–2033)

GOAL	WHAT	HOW	WHO	WHEN	RESOURCES	SEE PAGE
		2. Improve BJCTA accountability for efficient, high quality transit service for city residents with a hands-on approach to Board of Directors decision-making.	Mayor's Office; BJCTA Board	Short term and ongoing	Staff time	12.33
		3. Establish a Mayor's Task Force on Transit.	Mayor's Office; BBA; riders' representative; local higher education institutions; RCPGB; small business representative; PEP	Short term	Staff time	12.33
		4. Expand the region's Commute Smart Program	BBA; MPO	Short term	Staff time; federal funding	12.33
<b>2. <i>Bicycling and walking in Birmingham are comfortable, safe, and convenient modes of transportation and recreation.</i></b>	A. Ensure that public and private projects, the City's capital improvement program, and new real estate development add to and complete the street network and accommodations for safe and convenient bicycling and pedestrian travel.	1. Use the City Sidewalk Master Plan under development in 2012 to identify acceptable approaches to maintain and extend the existing sidewalk network.	PEP	Short term and ongoing	Capital funds; staff time	12.34
		2. Target activity centers such as employment centers, shopping districts, schools and parks as priority for bicycle and pedestrian system improvements.	Mayor's Office; PEP; Traffic Engineer; RCPGB	Short term and ongoing	Federal funds and bond funds	12.35
		3. Finalize planning and implement the conversion of one-way street pairs to two-way streets for appropriate downtown and UAB area streets.	Mayor's Office; PEP; Traffic Engineer; MPO; REV	Medium-term	Federal funds and bond funds	12.35

## CHAPTER 12—GETTING FROM HERE TO THERE: TRANSPORTATION AND MOBILITY

<div> <div>Short-term actions (2013–2016)</div> <div>Medium-term actions (2017–2023)</div> <div>Long-term actions (2023–2033)</div> </div>						
GOAL	WHAT	HOW	WHO	WHEN	RESOURCES	SEE PAGE
		4. Establish transportation project development guidelines for land use contexts in order to build complete networks of streets and paths for active transportation connectivity.	Planning/ PEP; Planning Commission; Traffic Engineer	Medium-term	Staff time	12.35
		5. Establish network-building procedures to increase the reach of transit service into neighborhoods by identifying bicycle and pedestrian route gaps.	Planning/PEP; Traffic Engineer; BJCTA	Medium-term	Staff time	12.35
		6. Amend development regulations to include guidelines and require consideration of active and public transportation modes in impact studies, access and circulation designs, and parking.	Traffic Engineer; Planning/ PEP; Planning Commission	Medium-term	Staff time	12.35
	B. Promote pedestrian and bicycle safety and provide cues for drivers to anticipate the use of road space by pedestrians and bicyclists.	1. Promote “pedestrian first” policies for all planning, design and construction decisions.	Traffic Engineer; PEP	Short term	Staff time	12.36
		2. Promote street design for greater visibility of pedestrians by motorists and reduced pedestrian crossing distances at intersections and conflict points.	Traffic Engineer; PEP	Short term	Staff time	12.36
		3. Provide regular enforcement of pedestrian safety laws and provide “No turn on red” and “Yield to pedestrians in the crosswalk” signage.	Traffic Engineer; Police	Short term and ongoing	Staff time; bond funds	12.36



CHAPTER 12—GETTING FROM HERE TO THERE: TRANSPORTATION AND MOBILITY

Short-term actions (2013–2016) Medium-term actions (2017–2023) Long-term actions (2023–2033)

GOAL	WHAT	HOW	WHO	WHEN	RESOURCES	SEE PAGE
		4. Conduct pedestrian (and bicycle) safety awareness campaigns through news media and in partnership with schools and public safety officers.	RPCGB; Health Action Partnership; United Way; BCS	Medium-term	Grant funds	12.36
		5. Integrate the National Association of City Transportation Officials (NACTO) Urban Bikeway Design Guide into roadway design guidance to allow for emerging bicycle facility types (e.g., cycle tracks, bike boxes) and provide separated space for bicyclists on medium and high traffic streets.	Traffic Engineer; Planning/PEP	Medium term	Staff time	12.36
		6. Promote bicycle parking in commercial and mixed use areas of public and private infrastructure projects.	Planning/PEP; Planning Commission; City Council	Short term	Staff time	12.36
		7. Partner with local advocates on a variety of programs, including “bike-to-work” day, organized rides, and other promotional events.	Mayor’s Office; RPCGB; Health Action Partnership	Short term and ongoing	Staff time	12.37

## CHAPTER 12—GETTING FROM HERE TO THERE: TRANSPORTATION AND MOBILITY

<div> <div>Short-term actions (2013–2016)</div> <div>Medium-term actions (2017–2023)</div> <div>Long-term actions (2023–2033)</div> </div>						
GOAL	WHAT	HOW	WHO	WHEN	RESOURCES	SEE PAGE
	C. Adapt, adopt and create an implementation plan for the city's portion of the Red Rock Ridge and Valley Trail System Plan (RRRVTSP), including ensuring that the City's network of low-volume streets and abandoned rail corridors are used to increase routes parallel to major traffic and transit corridors.	1. Identify important transportation corridors for bicycle transportation, locating specific low-volume streets, intersections for special conflict management treatments, segments for enhanced lighting, etc.	Traffic Engineer; Planning/PEP	Medium term	Staff time	12.37
		2. Provide guidance to road resurfacing and major street construction to include bicycle accommodation.	Traffic Engineer	Short term and ongoing	Staff time	12.37
		3. Identify opportunities to improve active transportation links to nearby neighborhoods and ensure that design of new buildings or renovations improves the public realm.	Planning and Urban Design/PEP; Design Review Committee; Planning Commission	Short term and ongoing	Staff time	12.37
	D. Ensure that the parking supply is appropriately sized, located and managed to support walking, bicycling and transit access.	1. Explore parking solutions with design and location criteria to reduce the impacts of parking and parking access on area character and walkability.	Planning and Urban Design/PEP; Design Review Committee; Planning Commission	Short term and ongoing	Staff time	12.37
		2. Ensure parking management strategies are in place for downtown and are extended to neighboring communities to reduce overflow parking on neighborhood streets.	REV; Parking Authority	Short term and ongoing	Staff time	12.37

CHAPTER 12—GETTING FROM HERE TO THERE: TRANSPORTATION AND MOBILITY

Short-term actions (2013–2016) Medium-term actions (2017–2023) Long-term actions (2023–2033)

GOAL	WHAT	HOW	WHO	WHEN	RESOURCES	SEE PAGE
<b>3. Transit in Birmingham is fast, reliable, well-connected, and invited for daily as well as occasional use by residents and visitors alike.</b>	A. Work with partners in business, institutions and transportation agencies to investigate and weigh the value of public transportation to the City's economic health, including access to opportunity for its citizens and attractiveness as a business location.	1. In partnership with institution and business leaders, investigate the experience of other cities that have successfully harnessed transit investment in support of economic growth.	Mayor's Office; BBA; UAB and other institutions; Community Foundation; RPCGB	Short term	Staff time and foundation grants	12.38
		2. Develop a robust public education campaign featuring news stories from other US cities and testimonies from employers and employees who support transit investment and participate in the region's CommuteSmart Program.	Office of Public Information; RPCGB; BBA	Short term and ongoing	Staff time and grant funds	12.38
		3. Continue to work with UAB on specific transit- and community-enhancement initiatives.	Mayor's Office; PEP; UAB	Short term and ongoing	Staff time	12.38
		4. Establish zoning and regulatory policies to allow and incentivize compact, transit-ready development at potential transit stop locations.	Planning/ PEP; Planning Commission; City Council	Short term	Staff time	12.38
	B. Actively work with the BJCTA to improve transit service and establish greater accountability for effective and efficient use of City transit funds.	1. Advocate for more cost- and time-efficient transit service driven by transit demand analysis through the establishment of SuperStop transfer stations.	Mayor's Office; Task Force on Transit; BJCTA	Medium term	Staff time	12.38

## CHAPTER 12—GETTING FROM HERE TO THERE: TRANSPORTATION AND MOBILITY

### Short-term actions (2013–2016)

**Medium-term actions (2017–2023)**

**Long-term actions (2023–2033)**

GOAL	WHAT	HOW	WHO	WHEN	RESOURCES	SEE PAGE
		2. Establish staff responsibility and a transit working group to regularly attend BJCTA board meetings and track progress on implementation of recommended cost savings and enhanced service improvements.	Mayor's Office; Planning/PEP	Short term	Staff time	12.39
		3. Establish a City/BJCTA collaboration to implement roadway improvements to improve the comfort and convenience of transit service, including shelters, bus stop curb extensions and transit signal priority.	Mayor's Office; PEP	Medium term	Staff time; bond funds	12.39
		4. Investigate and target funding options to make investments to improve and expand transit service.	Mayor's Office; BJCTA; BBA; Jefferson County Legislative Delegation	Short term	Staff time	12.39
<b>4. Streets and sidewalks are maintained in good repair.</b>	A. Establish criteria for City funding priorities on street and sidewalk maintenance and improvement projects and allocation of resources.	1. Identify and fund needs based on investment strategies, including the Urban Villages and Strategic Opportunity Areas, and from plans such as the Red Rock Trail System Plan and the Sidewalk Master Plan.	Mayor's Office; PEP	Short term	Staff time; federal funds; bond funds	12.42

CHAPTER 12—GETTING FROM HERE TO THERE: TRANSPORTATION AND MOBILITY

Short-term actions (2013–2016) Medium-term actions (2017–2023) Long-term actions (2023–2033)

GOAL	WHAT	HOW	WHO	WHEN	RESOURCES	SEE PAGE
	B. Establish a pavement management system so that, over the long term, maintenance costs will be reduced.	1. Evaluate and document the cost of deferred maintenance in Birmingham to establish a baseline standard for a regular, cost-efficient maintenance program.	Traffic engineer; RPCGB; consultant	Medium term	Staff time; general fund	12.43
		2. Establish and publicize a program to engage residents in the identification of needed repairs to streets.	Planning/PEP; Citizen Participation Plan	Short term	Staff time; volunteers	12.43
		3. Establish and fund a schedule for pavement condition inspection and assessment.	Traffic Engineer; PEP	Medium term	General fund	12.43
		4. Engage building inspectors to investigate all utility and other construction activity within the right-of-way to ensure that permits were purchased and require the City Engineer to inspect repairs for compliance.	PEP; City Engineer	Medium term	General fund	12.43
<b>5. Birmingham has state-of-the-art inter-city passenger travel and freight transportation systems.</b>	A. Continue to establish and seek regional and state support for Birmingham's transportation priorities that will advance progress towards achieving the goals of the Comprehensive Plan.	1. Continue to actively participate in regional policy making and project identification for high quality inter-city freight and passenger service and infrastructure.	Mayor's Office; PEP; RPCGB	Short term and ongoing	Staff time	12.44
		2. Work with the freight industry to confirm major truck routes for priority designation to connect industrial areas to interstate access points for enhanced efficiency and safety.	PEP; Office of Economic Development; RPCBG	Short term and ongoing	Staff time	12.44

CHAPTER 13—SUPPORTING PUBLIC FACILITY, SERVICES AND INFRASTRUCTURE

<div> <div>Short-term actions (2013–2016)</div> <div>Medium-term actions (2017–2023)</div> <div>Long-term actions (2023–2033)</div> </div>						
GOAL	WHAT	HOW	WHO	WHEN	RESOURCES	SEE PAGE
<b>1. The City has state-of-the-art data and information resources and programs to support decision-making, facilities, services, and performance management across city departments.</b>	A. Enhance the City of Birmingham's information system for the public through a website improvements, a data inventory and warehouse, and smartphone apps and to support City performance management systems.	1. Improve the City's website to offer more information and e-government services.	Mayor's Office; Office of Public Information	Short term	General fund	13.6
		2. Inventory city data and work toward creation of a publicly-accessible online data warehouse.	Mayor's Office; Information Services and GIS Departments	Medium term	Grant funding	13.6
		3. Establish a performance management system for city departments and agencies.	Mayor's Office	Short term	General fund	13.7
		4. Create a comprehensive property management system.	PEP; Information Services and GIS Department	Short term	General fund	13.7
<b>2. Public safety departments meet best practices performance standards.</b>	A. Support the Birmingham Police Department planning, facility and equipment priority needs and enhanced collaboration with other agencies	1. Create and implement a long-term strategic plan for the Police Department and establish a five-year strategic planning cycle thereafter.	Police Department	Short term	Grant funding	13.7
		2. Create a separate Downtown precinct, make improvements or replace precinct buildings and the downtown headquarters, locating any new facilities to anchor and contribute to revitalization goals.	Police Department; PEP; REV	Long term	General fund; bond financing	13.7
		3. Seek a solution for a new municipal jail and locate it appropriately.	Mayor's Office; Police Department; PEP	Short term	Bond funding	13.8
		4. Implement a technology strategy so that police data can be collected and reported easily and quickly.	Mayor's Office; Police Department; Information Services	Medium Term	Grant funds	13.8

CHAPTER 13—SUPPORTING PUBLIC FACILITY, SERVICES AND INFRASTRUCTURE

Short-term actions (2013–2016) Medium-term actions (2017–2023) Long-term actions (2023–2033)

GOAL	WHAT	HOW	WHO	WHEN	RESOURCES	SEE PAGE
		5. Continue and enhance community-based and collaborative programs and explore establishing a Cease Fire Program in Birmingham.	Mayor's Office; Police Department	Short term and ongoing	Grant funds	13.8
		6. Organize relevant governmental systems/ services to garner support from other agencies to promote and support community policing efforts, such as more effective code enforcement, including ticketing/ citations for "quality of life" offenses.	Mayor's Office; Police Department; Information Systems; Code Enforcement	Short term and ongoing	Staff time	13.8
		7. Continue aggressive efforts to secure grants for needed improvements to the police and fire systems.	Mayor's Office; Police and Fire Departments	Short term and ongoing	Staff time	13.9
	B. Support needed improvements in Fire Department facilities, equipment and programs.	1. Prepare and update Fire Department strategic plans on a five-year cycle to continue to ensure that the Fire Department has the stations, equipment, training and resources to respond to fire, hazards, and medical emergencies.	Mayor's Office; Fire Department	Short term	General fund	13.9
		2. Update and expand the fire station study to identify facility needs in light of changing demographics, sources of fire danger, and the planning and land use strategy of the Comprehensive Plan.	Fire Department; consultant	Medium Term	General fund	13.9

CHAPTER 13—SUPPORTING PUBLIC FACILITY, SERVICES AND INFRASTRUCTURE

<div> <div>Short-term actions (2013–2016)</div> <div>Medium-term actions (2017–2023)</div> <div>Long-term actions (2023–2033)</div> </div>						
GOAL	WHAT	HOW	WHO	WHEN	RESOURCES	SEE PAGE
		3. Provide newer vehicles and apparatus to keep equipment up to date.	Equipment Manager; Fire Department	Medium Term	General fund	13.9
		4. Continue and expand training opportunities for Fire Department personnel.	Mayor's Office; Fire Department	Short term and ongoing	Staff time	13.9
<b>3. Water and sewer service meets the long-term needs of the city.</b>	A. Work closely with water and sewer service providers to ensure adequate service to the city.	1. Support efforts to add additional drinking water sources to the supply.	Mayor's Office; BWWB	Short term and ongoing	Staff time	13.10
		2. Support continuation of the Replacement and Renewal Program to maintain the system.	Mayor's Office; BWWB	Short term and ongoing	Staff time	13.10
		3. Support the efforts of Jefferson County Environmental Services in stabilizing the costs of operation and maintenance of the wastewater collection and treatment facilities as they work to meet the requirements of the Federal Consent Decree.	Mayor's Office; Jefferson County	Short term and ongoing	Staff time	13.10
	B. Establish water-conservation programs.	1. Identify potential water-conservation programs.	BWWB; City Engineer	Short term and ongoing	Staff time	13.10
	C. Prepare an annual report for public distribution on the water and sewer service as it affects the city.		BWWB; City Engineer	Short term and ongoing	Staff time	13.10



CHAPTER 13—SUPPORTING PUBLIC FACILITY, SERVICES AND INFRASTRUCTURE

Short-term actions (2013–2016) Medium-term actions (2017–2023) Long-term actions (2023–2033)

GOAL	WHAT	HOW	WHO	WHEN	RESOURCES	SEE PAGE
<b>4. Stormwater management and floodplain management systems incorporate best management practices.</b>	A. Adopt strategies to reduce the amount and improve the quality of stormwater runoff entering the city drainage system.	1. Revise regulations to consider incentives to promote best management practices and include default language that reflects a preference for natural drainage and natural channel design.	City Engineer; Planning/PEP; Planning Commission; City Council	Short term and ongoing	Staff time	13.12
		2. Require by ordinance that development and significant redevelopment comply with the City's NPDES permit for run-off..	Stormwater Manager; PEP; Planning Commission; City Council	Short term and ongoing	Staff time	13.12
		3. Develop mechanisms, such as maintenance bonds, to ensure maintenance of detention ponds by developers and property owners.	City Engineer; Planning/PEP; Planning Commission; City Council	Short term and ongoing	Staff time	13.12
		4. Consider incentives to use natural drainage systems, where feasible, to manage stormwater.	City Engineer; Planning/PEP	Short term and ongoing	Staff time	13.12
		5. Consider, through incentives or regulations, best management practices in limiting impervious surfaces adjacent to streams.	City Engineer; Planning/PEP; Planning Commission; City Council	Short term and ongoing	Staff time	13.13
		6. Consider incentives to incorporate floodplain and natural drainage systems into greenways and similar open space amenities.	Planning/PEP; Freshwater Land Trust	Short term and ongoing	Bond funding; federal funding	13.13

## CHAPTER 13—SUPPORTING PUBLIC FACILITY, SERVICES AND INFRASTRUCTURE

Short-term actions (2013–2016) Medium-term actions (2017–2023) Long-term actions (2023–2033)

GOAL	WHAT	HOW	WHO	WHEN	RESOURCES	SEE PAGE
		7. Promote best management practices, in accordance with the City's NPDES permit, through development of Stormwater Pollution Control Prevention Plan (SP3) for the operation and maintenance activities of all City Departments.	Stormwater Manager; DPW	Short term	Staff time	13.13
		8. Consider creating a Stormwater Advisory Board to work with city departments to ensure best practices in all city activities relating to stormwater management.	Mayor's Office;	Short term	Staff time	13.13
	B. Supplement existing stormwater-management regulations with incentives that promote best management practices which may include on-site management and infiltration of stormwater.	1. Use "Green Streets" approaches to stormwater management.	City Engineer; Planning/PEP	Short term and ongoing	Staff time; bond funding for streets	13.13
		2. Seek collaboration with UAB's sustainable engineering program in developing greener city standards.	City Engineer; Planning/PEP	Short term	Staff time	13.14
		3. Add City staff and equipment to handle stormwater infrastructure and maintenance and runoff monitoring in both construction and industrial operations.	Mayor's Office; PEP; Stormwater Manager	Short term	General fund	13.14

CHAPTER 13—SUPPORTING PUBLIC FACILITY, SERVICES AND INFRASTRUCTURE

Short-term actions (2013–2016) Medium-term actions (2017–2023) Long-term actions (2023–2033)

GOAL	WHAT	HOW	WHO	WHEN	RESOURCES	SEE PAGE
<b>5. City resilience is supported by effective measures to mitigate hazards presented by tornadoes, floods and other environmental hazards.</b>	A. Create a plan for locating and funding public safe rooms around the city.	1. Study and evaluate the availability and suitability of existing public safe rooms.	Mayor's Office; PEP; Emergency Management	Medium Term	Grant funding	13.16
		2. Develop a needs list based on the travel time from all areas to safe rooms.	Mayor's Office; PEP; Emergency Management	Medium Term	Staff time	13.16
	B. Continue to submit applications to FEMA to participate in buyout programs as funds become available.	1. Continue to maintain a list of properties that would benefit from the buyout program.	Floodplain Manager	Short term and ongoing	Staff time	13.16
		2. Prepare and submit applications to FEMA as funds are available.	Floodplain Manager	Short term and ongoing	Staff time	13.16
		3. Integrate these properties into open-space programs such as greenways, community land trusts, side-lot sales, community gardens and similar programs.	Parks and Recreation Dept; Public Works Dept; PEP; Freshwater Land Trust	Short term and ongoing	Staff time	13.16
	C. Continue localized drainage projects.	1. Develop a list of areas that would benefit from minor drainage projects.	PEP	Short term and ongoing	Staff time	13.16
		2. Develop a shovel ready project list of drainage improvement projects for construction should federal funds become available.	Mayor's Office; PEP	Short term and ongoing	Staff time	13.16
	A. Acquire and implement a municipal asset management system.	1. Make it a high priority to establish and begin implementing an asset-management system within the next three years.	Mayor's Office; Finance Department; PEP; Information Services; GIS	Short term	General fund or bond funding	13.17
<b>6. City facilities are models of energy and resource efficiency and maintained for long-term use.</b>						

## CHAPTER 13—SUPPORTING PUBLIC FACILITY, SERVICES AND INFRASTRUCTURE

Short-term actions (2013–2016) Medium-term actions (2017–2023) Long-term actions (2023–2033)

GOAL	WHAT	HOW	WHO	WHEN	RESOURCES	SEE PAGE
		2. Determine specific and detailed asset management needs of each municipal department incrementally.	Mayor's Office; Finance Department; PEP working with city departments	Short term and ongoing	Staff time	13.17
	B. Develop and showcase City facilities, buildings, and operations as models of resource efficiency by establishing a set of policies for facility operations, maintenance, renovation and new construction.	1. Re-use existing buildings before building new, if possible, and use recycled and locally-sourced content in municipal construction where practical.	Mayor's Office; city departments	Short term and ongoing	Staff time; bond funding	13.18
		2. Design municipal buildings to maximize energy efficiency by attention to ventilation, windows, site orientation, use of trees on the south and west sides of buildings for shading, "green" roof construction where feasible, painting flat roofs white, and similar energy-efficient construction methods.	Mayor's Office; PEP	Short term and ongoing	Staff time; bond funding	13.18
		3. Identify and implement water conservation measures for all public buildings and services, including re-use of non-potable water.	Mayor's Office; PEP	Medium Term	Staff time	13.19
		4. When repaving municipal parking areas, explore permeable surface construction.	Mayor's Office; PEP	Short term and ongoing	Staff time	13.19
		5. Implement a municipal procurement policy that minimizes use of toxic materials.	Public Works Dept; Finance Dept.	Short term	Staff time	13.19

CHAPTER 13—SUPPORTING PUBLIC FACILITY, SERVICES AND INFRASTRUCTURE

Short-term actions (2013–2016) Medium-term actions (2017–2023) Long-term actions (2023–2033)

GOAL	WHAT	HOW	WHO	WHEN	RESOURCES	SEE PAGE
	C. Continue funding to remedy existing ADA deficiencies in public buildings and ADA needs in new public construction, as well as PROWAG for public rights-of-way.	1. Keep the City's ADA Transition Plan updated to document ADA compliance and deficiencies and request funding.	Mayor's Office; PEP	Short term and ongoing	Staff time	13.19
		2. Establish a policy for using "universal design" criteria in the design of any new government buildings.	Mayor's Office; PEP	Short term and ongoing	Staff time	13.19
		3. Complete outstanding ADA deficiencies identified in public buildings.	Mayor's Office; PEP	Short term and ongoing	Bind funding	13.19
		4. Continue to update ADA information available to the public and to private sector developers.	PEP	Short term and ongoing	Staff time	13.19
		5. Dedicate a small portion of ticket sales, rental fees, etc., received at public facilities to underwriting ADA needs at public buildings.	Mayor's Office; City Council	Short term	Staff time; ticket contributions	13.19
	D. Develop a capital improvements program with public criteria to prioritize needed capital improvements.	1. Develop a capital planning process that meets best practices.	Mayor's Office; Finance Department	Short term	Staff time	13.20
<b>7. Minimized city funding for operational and capital costs for city-owned cultural and entertainment facilities.</b>	A. Evaluate the City's role and costs in ownership and operation of cultural, entertainment and similar facilities.	1. Commission a study to identify and evaluate City support for operating and capital costs, review models from other cities, propose criteria for City support, and make recommendations on the city role.	Mayor's Office	Short term	Staff time; general funds	13.22

CHAPTER 13—SUPPORTING PUBLIC FACILITY, SERVICES AND INFRASTRUCTURE

Short-term actions (2013–2016) Medium-term actions (2017–2023) Long-term actions (2023–2033)

GOAL	WHAT	HOW	WHO	WHEN	RESOURCES	SEE PAGE
		2. Contract with the Cultural Alliance to act as the City's Cultural Commission	Mayor's Office	Short term		13.22
<b>8. Solid waste is reduced at least 20 percent below 2011 levels by 2030.</b>	A. Establish programs that consider incentives to reduce the solid waste stream.	1. Expand the City's capacity to move toward the expansion of recycling.	Mayor's Office; Public Works Dept	Medium Term	Staff time	13.22
		2. Provide appropriate equipment to the Department of Public Works for recycling.	Mayor's Office; Public Works Dept	Medium Term	Bind funding	13.23
		3. Allow composting on residential properties and create a municipal compost program.	Mayor's Office; Public Works Dept	Short term	Staff time	13.23
		4. Establish practices in collaboration with multifamily and commercial property owners and businesses to reduce solid waste, including restaurant waste.	Public Works Dept; BBA	Medium term	Staff time; property owners; Alabama Environmental Council	13.23
		5. Continue capital programs to get maximum long-term use from the city's two landfills.	Public Works Dept; Finance Dept.	Medium Term and ongoing	Bond funding	13.23
	B. Evaluate opportunities to cover the operational and capital needs of the solid-waste operation, while promoting recycling.	1. Explore the possibility of weekly rather than twice-weekly trash and garbage collection.	Mayor's Office; City Council; Public Works Dept.	Short term	Staff time	13.23
		2. Explore an equitable system of charges for residential trash and garbage collection.	Mayor's Office; City Council; Public Works Dept.	Short term	Staff time	13.23
		3. Evaluate the educational and enforcement programs that would be needed to implement actions 1 and 2.	Public Works Dept.	Short term	Staff time	13.23

CHAPTER 13—SUPPORTING PUBLIC FACILITY, SERVICES AND INFRASTRUCTURE

Short-term actions (2013–2016) Medium-term actions (2017–2023) Long-term actions (2023–2033)

GOAL	WHAT	HOW	WHO	WHEN	RESOURCES	SEE PAGE
		4. As current vehicles wear out and current employees retire, phase in more automated collection vehicles requiring less manpower.	Mayor's Office	Medium Term and ongoing	Bond funding	13.23
<b>9. An effective and well-regarded public school system.</b>	A. Support the academic improvement programs of the public school system and the Birmingham Education Foundation.		Board of Education	Short term and ongoing	Staff time	13.23
	B. Explore opportunities to create “community schools” by using excess school building capacity for social service agencies and programs, adult education, fitness and other services for neighborhood children, youth and adults.		Board of Education	Short term and ongoing	Staff time; nonprofit organizations; Community Schools Alliance	13.24
	C. Incorporate school system disposition of excess properties into community/ neighborhood planning initiatives, if feasible.		Board of Education; Planning/PEP	Short term and ongoing	Staff time	13.24
	D. Work with the school system to make existing and future school facilities accessible by pedestrians and bicyclists as well as motorized vehicles.		Board of Education; Transportation Engineer; Transportation Planner	Long Term		13.24

## CHAPTER 14—FUTURE LAND USE, REGULATIONS, AND URBAN DESIGN

<div> <div>Short-term actions (2013–2016)</div> <div>Medium-term actions (2017–2023)</div> <div>Long-term actions (2023–2033)</div> </div>						
GOAL	WHAT	HOW	WHO	WHEN	RESOURCES	SEE PAGE
<b>1. A development pattern composed of high-intensity, mixed-use downtown; mixed-use urban village centers to serve and revitalize neighborhoods; and strong green networks.</b>	A. Use the Strategic Policy Map and the Future Land Use Map to guide land use decision making.	1. Consult the Future Land Use Plan when considering zoning amendments or other land use changes.	Planning/ PEP; Planning Commission; City Council	Short term and ongoing	Staff time	14.22
<b>2. Zoning and development regulations and procedures that reflect the comprehensive plan.</b>	A. Implement the Comprehensive Plan by rewriting the zoning ordinance, as needed, and consider consolidating a new zoning code with other development standards in a Unified Development Code (UDC).	1. Use a set of principles to guide the rewrite of zoning and development regulations	Planning/ PEP; Planning Commission; City Council	Short term	Staff time	14.24
		2. Use form-based zoning or place-based zoning for mixed-use districts or subdistricts, working with property owners and others to find appropriate standards.	Planning/ PEP; Planning Commission; City Council	Short term and ongoing	Staff time	14.27
		3. Update the design review system and process in new zoning regulations	Design Review Committee; Planning/ PEP; Planning Commission	Short term	Staff time	14.28
	B. Ensure that subdivision regulations allow for alternatives to standard subdivision designs.	1. Incorporate conservation/ open space subdivisions options into the subdivision regulations.	Planning/ PEP; Planning Commission; City Council	Short term	Staff time	14.29
	C. Develop integrated plans for Urban Villages and Strategic Opportunity Areas that create environments where the whole becomes more than the sum of the parts.		Planning/PEP; RPCGB	Short term and ongoing	Staff time	14.29



CHAPTER 14—FUTURE LAND USE, REGULATIONS, AND URBAN DESIGN

Short-term actions (2013–2016) Medium-term actions (2017–2023) Long-term actions (2023–2033)

GOAL	WHAT	HOW	WHO	WHEN	RESOURCES	SEE PAGE
<b>3. Excellent urban design quality to enhance city livability and competitiveness.</b>	A. Continue to promote urban design guidelines and standards that emphasize human scaled, walkable environments.	1. Adhere to a few basic interrelated urban design principles and add design standards to zoning districts.	Design Review Committee; Planning/PEP; Planning Commission	Short term and ongoing	Staff time	14.37

## CHAPTER 15—STEWARDSHIP AND IMPLEMENTATION

Short-term actions (2013–2016)

Medium-term actions (2017–2023)

Long-term actions (2023–2033)

GOAL	WHAT	HOW	WHO	WHEN	RESOURCES	SEE PAGE
<b>1. Regular review of comprehensive plan implementation progress is part of the City's annual calendar.</b>	A. Make regular review of the Comprehensive Plan a public process.	1. Create a Comprehensive Plan Implementation Committee made up of planning commissioners, residents and representatives of business and institutional interests to serve as continuing advocates, stewards and monitors of the Comprehensive Plan.	Planning/PEP; Comprehensive Plan Advisory Committee; Long-Range Planner	Short term	Staff time	15.5
		2. Review implementation progress in a joint annual public hearing before the Planning Commission and City Council.	Planning/PEP; Planning Commission; City Council	Short term and ongoing	Staff time	15.5
		3. Schedule a public process every five years to confirm or revise the Vision, Principles and Goals and review progress on implementation.	Planning/PEP; Long Range Planner	Medium term and ongoing	Staff time	15.5
		4. Update the Comprehensive Plan thoroughly at least every 20 years.	Mayor's Office; Planning/PEP	Long term	Staff time	15.5
<b>2. The Comprehensive Plan is incorporated in decision making at multiple levels.</b>	A. Deploy staff, resources and training to support implementation of the Comprehensive Plan	1. Designate an existing or additional staff planner as the Long-Range Planner in the Planning Division to serve as the City's expert on the plan and coordinator of implementation.	Planning/PEP	Short term	Staff time and/or new hire with funds from general fund	15.6

CHAPTER 15—STEWARDSHIP AND IMPLEMENTATION

Short-term actions (2013–2016) Medium-term actions (2017–2023) Long-term actions (2023–2033)

GOAL	WHAT	HOW	WHO	WHEN	RESOURCES	SEE PAGE
		2. Use the Plan annually in preparing and approving departmental work plans, operational budgets and capital improvement plans.	Mayor's Office; Finance Department	Short term and ongoing	Staff time	15.6
		3. Use the Plan in preparing and approving One-Year and Five-Year HUD Consolidated Plan documents, redevelopment grant proposals, and similar documents.	Community Development Department	Short term and ongoing	Staff time	15.7
		4. Use the Plan in working with the Greater Birmingham Regional Planning Commission/ Birmingham Metropolitan Planning Organization on the Long-Range Transportation Plan and other transportation planning documents, as well as in working with the Birmingham Jefferson County Transit Authority.	Mayor's Office; Traffic Engineer; Transportation Planner; PEP	Short term and ongoing	Staff time	15.7
		5. Identify Comprehensive Plan-related actions on agendas of the City Council and the Planning Commission.	Planning/PEP; City Council staff	Short term and ongoing	Staff time	15.7
		6. Publicize actions and activities that implement the Comprehensive Plan.	Mayor's Office; Office of Public Information; Planning/PEP	Short term and ongoing	Staff time	15.7

## CHAPTER 15—STEWARDSHIP AND IMPLEMENTATION

Short-term actions (2013–2016) Medium-term actions (2017–2023) Long-term actions (2023–2033)

GOAL	WHAT	HOW	WHO	WHEN	RESOURCES	SEE PAGE
	B. Incorporate the Comprehensive Plan into the Capital Improvement Planning process, as well as other best practices.	1. See Chapter 13, pp. 13.20–13.22.				15.7
	C. Organize and lead an alliance of Alabama’s major cities to obtain state legislation friendly to urban concerns and issues.	1. Lead creation of an “Alabama City Alliance” based on a short list of desired legislation.	Mayor’s Office	Short term and ongoing	Staff time	15.7
<b>3. Internal and external accountability is effective.</b>	A. Measure government performance and make information available to the public.	1. Create a performance measurement system and share the results with the public.	Mayor’s Office	Short term	Staff time	15.8
		2. Create an online information warehouse open to the public and enhance the E-government capacity of Birmingham City government.	Mayor’s Office; Information Services; GIS; Office of Public Information	Medium term	Staff time; grants	15.8
		3. Conduct a customer service survey for city services and make changes in procedures and training based on the results.	Mayor’s Office; consultant	Short term	Staff time; general fund	15.8
	B. Focus on more consistent and effective enforcement of municipal laws and regulations.	1. Provide the tools, training and funding needed for effective enforcement of the City’s laws and regulations.	Mayor’s office	Short term and ongoing	Staff time; grant funding; general fund	15.8
		2. Publicize and take full advantage of online utilities to aid city government.	Mayor’s office; Information Services	Short term and ongoing	Staff time; grant funding	15.9

CHAPTER 15—STEWARDSHIP AND IMPLEMENTATION

Short-term actions (2013–2016) Medium-term actions (2017–2023) Long-term actions (2023–2033)

GOAL	WHAT	HOW	WHO	WHEN	RESOURCES	SEE PAGE
<b>4. There are sufficient local and other resources to provide cost effective services and support innovative programs and revitalization.”</b>	A. Review options to ensure that local resources are deployed in the most cost-effective manner to help achieve the community's vision and goals for the future.	1. Commission a study of the cost of services in relation to benefits.	Mayor's Office	Short term	Staff time; general fund	15.9
		2. Review the full range of funding options for implementing the Comprehensive Plan to identify the most effective funding strategies to meet Plan goals.	Mayor's Office	Short term	Staff time	15.9
		3. Explore the use of fees, rather than general tax revenues, for measurable services.	Mayor's Office	Short term	Staff time	5.11
		4. Develop a strategy to fund match requirements for grants and federal funding.	Mayor's Office	Short term	Staff time	5.12
	B. Promote engagement with national organizations and funders.	1. Organize a conference in 2013 on the future of Birmingham neighborhoods with speakers from national funders, technical experts, and governmental and grassroots practitioners.	Mayor's Office; Planning/PEP; business and nonprofit partners	Short term	Staff time; business and nonprofit partner sponsorships	5.12
		2. Designate a person in City government to develop ongoing relationships with national funders, keep up with funding opportunities, and organize preparation of proposals for grants.	Mayor's Office; Grant Office	Short term and ongoing	Staff time	5.12